

Motivation of Staff in the Corporate Sector Industry

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Abstract: The authors open concept of labor motivation and also the complex of concepts entering into this concept. Consider and define ways of motivation. The special attention is paid to recommendations for modern working conditions.

Key words: Employee motivation • Work motivation • Feedback • Intrinsic motivation • Integrity work

INTRODUCTION

Concept and strategic development in the corporate sector of the industry Russia provide for the adoption and implementation of major economic, political, legal and other solutions aimed at radical change in the management, financial and credit policies, forms and methods of social protection of the population and other aspects of social life. This confirms the need for research to develop a theoretical and methodological recommendations to ensure staff motivation.

With the formation of new economic mechanisms, market-oriented, to the industry there is a necessity to work in new ways, regardless of the laws and requirements of the market, taking possession of a new type of economic behavior, adapting all aspects of production activities to the changing situation. In this regard, the contribution of each employee to the final results of the company. One of the main challenges for enterprises of different ownership forms - finding effective ways to manage work, ensuring activation of the human factor.

The decisive causal factor of the activities of the people is their motivation.

Scientific Approach to the Definition of the Term

“Work Motivation”: Work motivation - is a process of stimulation of the certain performer or group of people to the activity, directed on achievement of the objectives of the organization, to productive implementation of the made decisions or the planned works.

This definition shows the close relationship management and individual- psychological content of motivation based on the fact that the management of the social system and the person, as opposed to management of technical systems, contains as an essential element that the objectives of the object and the subject of management. The result of his labor is the behavior of the control object and ultimately determined the result of employment.

The Main Directions of Motivation of Work: Methods of motivation

They unite in five rather independent directions: material stimulation, improvement of quality of labor, labor organization improvement, personnel involvement in management process and non-monetary stimulation.

The first trend reflects the role of motivational mechanism in the system of wage increase productivity. It includes an element for improving the wage system, enabling staff to participate in the ownership and profits of the enterprise.

Of course, the motivational mechanism of wages play a big role, but the constant improvement of the level of pay is not conducive to maintaining a work activity at the proper level and growth of labor productivity. This method may be useful for achieving short-term rises in productivity. In the end, is the imposition of a certain habit or to this type of exposure. Unilateral exposure of workers to a monetary methods may not lead to a permanent rise in productivity [1].

Needs are constantly changing, so you can not expect that the motivation that worked once, to be effective in the future. With the development of the individual expanding opportunities, the need for self-expression. Thus, the process of motivation by meeting the needs of the infinite.

The next area to improve motivation - improving the organization of work - includes setting goals, expanding job functions, job enrichment, production rotation, the use of flexible, improved working conditions.

Setting goals suggests that the goal right through the formation of orientation to its achievement is a motivational tool for employees.

Expanding job functions involves the introduction of diversity in the work of staff, that is, increasing the number of operations performed by one employee. As a result of extended duty cycle for each employee, increasing the intensity of labor. The application of this method is useful in the case of underutilized workers and their own desire to expand the range of its activities. Otherwise, it can lead to a sharp resistance from workers.

Enrichment work involves the provision of a person of such work, which would give the opportunity for growth, creativity, responsibility, self-actualization, including in his duties of certain functions of planning and control of the quality of primary and sometimes related products. This method is appropriate to apply in the workplace technical workers.

For mass working professions it is best of all to use production rotation which assumes alternation of types of work and production operations, when workers during the day periodically exchange workplaces that is characteristic mainly for a brigade form of labor organization. [4]

Improving working conditions - burning issue of the day. In the transition to the market increases the importance of working conditions as one of the most important human needs. A new level of social maturity of the individual denies the adverse conditions of the working environment. Working conditions, performing not only a necessity, but also motive for the work with a particular impact can be both a factor and a consequence of specific productivity and efficiency.

It is necessary to distinguish one more aspect of the problem - low labor culture of the workers themselves. For a long time working in poor hygiene conditions, a person can not and does not want to properly organize your workplace. Recently on our advanced facilities in an experiment were introduced Japanese methods of performance management, one of which - the improvement of the culture of production. Compliance with the five principles of operation is one of the elements of the work ethic:

- Eliminate unnecessary items in the workplace.
- Properly dispose and store your items.
- Constantly maintain cleanliness and order in the workplace.
- Observe the constant readiness of the workplace to conduct the work.
- Learn the discipline and abide by the principles listed.

Site status is assessed daily for compliance with the rules. The workers are directly interested in the constant maintenance of good order in his place, as in this case increases by 10% the tariff part of their earnings. The use of such a system can increase the level of production standards and promotes the growth of labor productivity.

Motivating factors, principles of influence on people's motivation.

Getting a new job, as well as changing the usual conditions of activity stimulates the worker is in him a desire to show their best side. Without being able to feel it necessary, an independent worker, a trusted and respected by, he is disappointed in his work.

Thus, even just from an economic standpoint, people are extremely expensive resource and therefore must be used at maximum efficiency. The manager must understand that there exists a moral factor. Awareness of this problem poses a new leader: What should be the ideal for the work of subordinates.

In answering this question, we should not seek to over- specificity and originality. Take into account the difference in taste and judgment of each is rarely possible, so the head is usually committed to improving the integrated performance. With the following factors at the head of a chance of getting the consent of the maximum number of subordinates. So, the ideal job is to:

- To have integrity, that is, lead to a certain result;
- Valued employees as important and deserves to be executed;
- Enable the employee to take the decisions necessary for its implementation, i.e. must be autonomous (within limits). Or, alternatively, - group autonomy;
- To provide feedback to the employee, measured as a function of the effectiveness of its work;
- To bring the fair from the point of view of employee compensation.

Designed in accordance with these principles work provides inner satisfaction. This is a very powerful motivator, as encourages quality work, as well as, under the law of increasing requirements, to stimulate the implementation of more complex work.

The Parameters of Work Influencing on "A Psychological Condition" of Employee: Let us consider a few basic parameters and define what they mean and how to affect the "mental state ", which defines the relationship of people to work.

A Variety of Skills: This term describes the degree to which the job requires a variety of actions when it is executed and which involves the use of different skills and talents of the staff.

If an employee feels that someone else can do the job just as well, then it is unlikely to be of value to him and it is unlikely that he will feel a sense of pride in the job. Work that does not use valuable skills of the employee and does not cause the need for further training.

There is also an optimal level of diversity. It is different for each employee. Thus, the same work can be seen as a boring and the other thinks it is unstable and intermittent nature and therefore can not set a specific mode of its execution.

The Integrity of Work: Under this option means the close of business operation as a whole and the specific part of the work, i.e. performance of work from beginning to end with a visible outcome. With this concept is closely linked certainty on the part of the job manager.

The Importance of Working: Under this parameter is the degree of influence of the work on the life and work of other people in the organization or in the external environment. Workers tightening nuts airplane braking devices, regard their work as very important, unlike workers, filling boxes of paper clips. At the same skill level is about the same.

The concept of the importance of closely related to the value system of the performer.

Work can be fun and exciting, but people will remain unfulfilled as long as they do not feel that their work is important and it must be done.

Autonomy: Autonomy describes how work provides the freedom and independence of the employee in the formulation and implementation schedule of the actions used to achieve the desired result. If decisions are made by other people, good work performance is unlikely to be considered as a reward. The person will feel that the quality of the work depends on the correctness of these decisions, but not on its own efforts. There will be a sense of "ownership" of the work.

In the absence (for any reason - for example the use of the conveyor) the integrity and autonomy is not possible, because violations can occur on the overall coordination of the individual actions.

The value of the level of autonomy depends on the person. For every employee has his own optimal level of autonomy, which gives him a real sense of personal responsibility and does not lead to stress.

Feedback: Feedback provides employees information on the quality of their work. The effectiveness of feedback depends on the integrity of the work. It is much easier to provide feedback on the results of the "finished work" than to separate its fragment.

Expanding the front of each work that the employee was responsible for several related transactions, we are increasing autonomy. At the same time it increases the integrity of the work and therefore provides a fast and effective feedback. In this case, the employee makes heavy use of the self-test, i.e. personal feedback. He now has the ability to detect flaws yourself, which is perceived more easily than if he were someone else pointed out this error.

The importance of feedback is obvious. People need to know how well they do their job. Managers are an important source of such feedback. However, the best feedback occurs when the workers themselves control the quality of their own work.

The above three factors are contributing to the evaluation of the work from the point of view of its complexity, the value and necessity. If the work does not have these options, it will not be internally motivated by. Good quality of its implementation will not create any sense of accomplishment, no sense of novelty or purchasing anything useful.

The work that satisfies all the above factors, internally motivated employees, provides good quality of the jobs in delivering satisfaction. It creates a sense of personal contribution in manufactured products or services rendered, gives employees a sense of belonging.

Methods of Improvement of Parameters of Work:

Managers need to constantly think about the possible ways to improve the performance and motivation of the people working with them. An important role is played here by the fact that not even the most effective and sometimes demonstration projects attract attention (although often unfounded hopes) employees involved in the project.

Consider the potential of simple changes that could lead to the stimulation of the intrinsic motivation of subordinates, to cause the cooperation and enthusiasm on their part.

Increasing the Diversity of Skills: It is important to remember that it is the diversity of skills, not just the diversity in itself is fundamental. If the members of the team used a limited number of skills you need to find a way to stimulate the need to increase their number.

However, not all employees will be met with enthusiasm increased diversity. So, monotonous work allows employees to speak during its execution, but it is worth introducing an element of diversity, conversations become difficult, at the same time there will be no compensation from the work itself.

Workers need to give a sense of recognition of their use of skills. That is to strive to pay attention to employees in order to publicly announce the exceptional value of this skill by the employee. This approach is generally encourages employees to improve skills, expanding the range of his abilities. [2]

Improving the Integrity of Work: As noted earlier, workers experience greater job satisfaction, which has some visible results. Increasing job integrity can be achieved by adding related tasks. This is usually some preliminary or final operations, which are performed by different people.

Even the process of monitoring the quality of work greatly enhances integrity. It should also be noted that the addition of work operations that do not make the work more complete, usually reduces the level of motivation and a feeling of hostility on the part of employees.

Association of several operations in one finished work will improve many indicators of work - from temporary to stimulation. However, it is important to stop and not to charge all work to one performer in time.

Increasing importance of the work if the employee knows exactly how it will use the results of work, he begins to feel the importance of their own work, which encourages him to an early completion of the work with good quality.

The employee always wants to know why he does this or that work. Even if he is asked to collect data for the report, he wants to know what the purpose of this report. So if we absolutely any job, you must mention the goals, that really depends on the speed and quality of the work, like the work "flows" to the firm as a whole. After the performance artist will wait for the result.

Increasing autonomy manager's job consists of tasks of different levels of importance. Transfer some of the low-level managerial subordinates has a double effect: the concentration of efforts on solving the problems of the manager of a higher level and, at the same time, the positive impact on employee motivation.

The delegation of decision -making can be seen as subordinate to the good, provided that they are properly trained and understand all of the features work, including where to get the information you need and at what point a decision.

Tools, materials and equipment, as well as methods of their use constitute another area where it is possible to increase self-sufficiency. Very often, employees do not have the right to withdraw even from poor quality materials. It is easy to imagine what it might result if the further course of the process but is provided quality control. After all, the duty supervisors - to present complaints to those whose components do not meet the standard [3].

When the manager determines how and what equipment to use to employees, it can not take into account the individual characteristics of each employee. Experiencing even a minor inconvenience and without freedom of choice of the workers would soon lose the motivation to do the work. Ideally, they should also be responsible for the maintenance and repair of the machine in use.

Time - a very important factor in all kinds of work. If a person does not have enough time for a perfect performance, it will be assumed that it is not worth wasting effort. The order gives the employee in advance of substantial autonomy in the choice of operating time. He has an opportunity to set priorities, plan work, based on their inclinations and thus gain more satisfaction.

The pace of the work also has a significant impact on motivation. Therefore, the manager should strive to reduce the monotony of semi-automatic processes, giving workers the freedom to choose the pace of work. If this is not possible and the pace is set entirely machine, it is necessary to introduce a system of buffer storage.

Gain Feedback: Feedback is internal, that is, from the work itself and foreign - in the case when the results of a consumer responds to their quality, as well as in the case of public praise.

Internal feedback is more reliable, because acts directly on the employee at the time of the assignment. A sure way to stimulate this connection - setting clear and specific goals without pointing the way to achieve them. Another way - an introduction to the process of making checks on quality. This will allow the worker to immediately correct the deficiencies and, accordingly, adjust the process of performing the work, bringing it closer to the most effective. This means that such failures in the future will not be repeated.

Very often the situation is extremely negative feedback, that is, when workers learn only about the shortcomings of their work. Thus, they lose their reward for good work. On the other hand, it is known that most people do not react to the critical feedback. The employee does not accept the negative evaluation of more than two or three parameters. However, if the manager alternates between positive and negative criticism, the information about the failures will be met fully.

The other extreme - when the chief is unable to criticize their subordinates. In case of failure, as it were fixed and the employee does not get the opportunity to correct their mistakes and often does not even know whether to do it.

Most people resist the introduction of feedback, because they were not prepared for this, do not know how to provide it. For efficiency, external feedback necessary to make it true, accurate, detailed, carried out immediately. Message about the poor performance of only de-motivates the employee. If you specify what went wrong, why it happened, how to fix the situation and do not forget to touch the positive aspects of the work, the

effectiveness of such feedback will undoubtedly increase. It can be even higher if the employee finds out these questions by himself.

Recommendations for Improvement of Quality of Modern Working Conditions: Recommendations for modern working conditions

Payment is a motivating factor only if it is directly related to the outcome of labor. Workers need to be convinced of the presence of a stable connection between getting financial reward and productivity. In the wage component must be present, depending on the results achieved.

For the Russian mentality is characterized by the pursuit of collective work, recognition and respect of colleagues, etc. Today, when because of the difficult economic situation, it is difficult to get higher pay, special attention should be paid to non-financial incentives, creating a flexible system of benefits for employees, humanizing work, including:

- Recognize the value of employees to the organization, to provide him with the creative freedom;
- Apply the program of job enrichment and job rotation;
- Use flexitime, part-time, able to work both in the workplace and at home;
- To establish employee discounts on products produced by the company in which they work;
- To provide funds for recreation and leisure activities, to provide free tickets to issue credit for the purchase of property, a garden plot, vehicles and so on.

Let us try to formulate motivating factors of the organization of labor, which leads to the needs of the higher levels.

In the workplace everyone wants to show what he is capable of and what it means for the other, so the need to recognize the performance of a particular employee, providing the opportunity to make decisions on matters within its competence, advising other employees.

In the workplace, should be formulated outlook of a team: you can not destroy the emerging informal groups, if they do not cause any real damage to the organization's goals.

Almost everyone has their own point of view on how to improve their work. Relying on the support of concerned leadership, without fear of sanctions, should organize the work so that the employee is not lost the desire to realize their plans.

By the way, in what form, how fast and in what way employees get the information they assess their real importance in the eyes of management, so you can not make decisions regarding changes in the work of employees without their knowledge, even if the changes are positive, but also impede access to the necessary information. Information about the quality of work the employee would be quick, extensive and timely.

The employee must provide the highest possible degree of self-control. Most people are seeking in the process to acquire new knowledge, so it is important to ensure that subordinates the opportunity to study, promote and develop their creativity.

Every person aspires to success. Success - is implemented goals to achieve which the employee has made every effort. Success without recognition leads to frustration, kills initiative. That will not happen if the slave who achieved success delegate additional rights and powers to promote them through the ranks.

Imperceptible to the untrained eye the loss of interest in the employee to work, his passivity bring tangible benefits such as staff turnover, the head suddenly discovers that he has to go into all the details of any case, the inferior, which, in turn, did not show the slightest initiative. The effectiveness of the organization falls.

To prevent the loss of potential profits, the manager should get the most from their subordinates. For effective management of such expensive resource as people, the manager needs to allocate certain parameters of the work charged by the subordinate, changing which he can influence a psychological condition of performers, with that motivating or demotivating them. Properly designed

work should create internal motivation, a sense of personal contribution to manufactured products. The man - a social and therefore a sense of ownership in it can cause deep psychological satisfaction and awareness of themselves as individuals.

CONCLUSIONS

There is no uniform methods of staff motivation, effective at all times and under all circumstances. However, any method used by the head, based on the strategy chosen by the management of human resources. This means that the choice of a particular method of motivation should be determined by the overall strategy of personnel management, which should be or want to follow the company.

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