

Developing a Systemic Labor Motivation in Enterprises

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Abstract: The authors touch on an issue of motivation of work. Ways of economic stimulation taking into account the Russian mentality are considered. The directions of improvement of motivation of work are defined.

Key words: Motivation of work • Working conditions • The effectiveness of the work • Productivity
• employee recognition mechanism

INTRODUCTION

The problem of motivation remains relevant to the same unresolved in practical terms. Its implementation is mainly dependent on the person, the worker. Under the conditions of formation mechanisms of management increases and becomes quite tangible contribution of each employee to the final result.

The effectiveness of a motivational system in practice depends on the government, although in the last few years has increased the role of the enterprises in developing their own systems of motivation. They allow you to implement facing enterprises in a specific time interval goals and objectives.

Is hardly necessary to convince anyone that the motivation of activity - one of the fundamental factors of motivation of employees for high performance. In turn, the development of systems of motivation, their performance mainly depends on the staff of the management of their skills, business skills and other qualities.

However, the very issue of motivation is still relevant in the present time, to the same unresolved in practical terms. However, its implementation is mainly dependent on the person, the worker. He bears responsibility for the life and motivation to work by himself. The sooner we apprehend this point of view, the quicker start to act

correctly. Unfortunately, many of us spend too much time before you dare to take the lead responsibility for the content of their lives and desire to work. At the time, M. Gorky said: " When labor - fun - life is good! When work - a duty, life - slavery".

The Ways of Economic Stimulation of the Employee: At the present stage of development of the Russian economy is not the problem more acute than building and maintaining an acceptable level of well-being of society, maintaining the motivation to achieve a highly efficient work by the life-supporting level of real labor income than the maintenance and development of the labor foundation level and lifestyle.

We are accustomed to look for the causes of their personal and professional problems in the first place outside of ourselves. And they are fast. They are created by close colleagues, superiors, subordinates, division of labor, the atmosphere, the control method and outside of the enterprise - the economic environment, irrational policy of the government and many other factors that lie even beyond our borders. Many of us spend so much time to explain the ineffectiveness of their activities or unwillingness to work, that when used properly, this time it was possible to achieve a much higher work motivation, both its own and the immediate environment.

Methods of economic incentives, of course, are dependent not only on the specifics of the company as a whole, but also vary with the specialization of workers. Remuneration is a motivating factor, only if it is directly related to its outcome. Workers need to be convinced of the sustainable relationship between work and be rewarded for it. The presence of component, depending on the results achieved, necessarily.

For the Russian mentality is characterized by the pursuit of collective work, recognition and respect of colleagues, etc. It is today that special attention should be paid to non-financial incentives, creating a flexible system of benefits for employees, humanizing their work [1]. This includes such values as:

- Recognition of the importance of the employee for the company, giving him the creative freedom;
- Use of job enrichment programs and job rotation;
- The use of flexitime, part-time, providing the opportunity to work both in the workplace and at home;
- Setting up employee discounts on products manufactured by the company where they work;
- Providing more opportunities (including financial) for recreation and leisure activities, the issuance of the credit for buying a home, a garden plot, cars, etc.

Every employee wants to show at his workplace, what he can do and know how others evaluate its performance. That is why a man laboring consciously, to recognition of the results of its operations, the provision of opportunities to make decisions on matters within its competence, as well as to advise other workers.

For the ongoing development firms, efficient work groups that are not generating conflict situations, it is important to build a team outlook. It is recommended not to destroy the emerging informal groups, if they do not cause any real damage to the main objectives of the enterprise. Indeed, virtually every member of the team has their own point of view on how to improve their work. Relying on the support of concerned senior management without fear of sanctions, the leaders of all levels need to be subsequent to organize work in their units, so that their employees are not lost the desire to creatively and successfully implement personal work plans. And from that, in what form, in what way, the speed with which employees receive information from their immediate supervisor, they assess their real importance in his eyes and in the affairs of the collective. It is therefore desirable

to make decisions about significant changes in labor (official) duties, their volumes without the knowledge of the employees, even if these changes are positive, but also impede access to them. All the necessary information about the quality of work of employed persons would be quick, volume and timely. If possible, employees should provide a greater degree of self-control as, educating them a sense of personal responsibility for the overall business and corporate solidarity.

The Process and Directions of Motivation of Work:

Needs of society and every individual in it is constantly changing, so we can not expect that the motivation of labor, which fire before, to be effective in the future. With his development opportunities and needs for self-expression. And the process of motivation, following the desire to meet the needs of the individual, is almost endless.

One of the areas of improvement of motivation - is the improvement of its organization. It implies, as already mentioned above, the setting of objectives, the expansion of workers (job) functions, enrichment work, the production rotation, the use of flexible, improved working conditions.

The use of flexible actively practiced by almost all companies. This allows their managers more efficiently with fewer employees to address issues of production, more precisely coordinate related departments directly affect the performance factors, including the motivation of labor.

Setting goals leader suggests that the orientation of the employee to its achievement is a significant motivator for him means.

Not less important direction - improvement of working conditions. Today it is one of the most pressing problems. Individual new level of social maturity denies unfavorable working environment, as unacceptable for themselves. Working conditions, performing not only need ' but motive for the work with a certain impact, at the same time serve as a factor and a consequence of productivity.

In a number of industries to improve productivity manufacturing practice competition. In drafting the terms of paying special attention to the selection of indicators and debriefing. Typically, a set of a few, but it is clear and specific factors fully characterize the production and economic performance of the unit. A distinctive feature of the in-process event in the new environment is that it does not organize labor unions (as before) and heads of enterprises and their divisions (or Labour and Personnel).

Along with the collective production competition revived individual types of competitions in the form of various shows and competitions. Prize for winning them is often not money, but real: TVs, VCRs, audio equipment of various types. It can be assumed that as the normalization of the economy such forms of competition and the winners will encourage her to grow and become more diverse [2].

In addition to the bonuses for the main results of the company are fully applicable system of linking pay with personal professional qualities, his level of excellence, individual qualities. Where provided full load of workers during the day, personal business skills directly affect the operating results in some workers, it can be higher than the rest, output (productivity), the best quality of work, more respect for the wastage of material resources, etc. In addition, when determining the contribution of each employee and the appropriate payment recorded their activity in streamlining work processes, knowledge of advanced methods of work, the availability of documents confirming the vocational training.

Specific performance of professional skills are developed directly in the workplace. If the full load of workers is not ensured because of the decline in production or restructuring, higher performance indicators should also be considered. However, in practice they often fade into the background. In the first place there are the potential employee, which in the real world can not always be fully realized, but always find himself in the future when the market conditions and the economic situation in general. At the same time, it is important that these skills have specific quantitative and qualitative characteristics. First of all - is the ability to work in several professions (specialties), confirmed previous work experience or documents on the ownership of these professions (specialties), active in the development of measures to improve the situation with the production of products, the ability to share its experience of work and work skills to other employees of the company and maintaining a strong culture of work and the desire to improve and disseminate it.

As a mechanism to encourage employees one-time bonuses and rewards have a definite purpose. They complement system performance assessment of employees and their salaries and can significantly improve their flexibility and effectiveness [3].

With the help of one-time bonuses and rewards managers and their departments can encourage employees to those qualities which, although influenced by the impact of production, but do not have a clearly

defined quantitative indicators. This discipline and authority in the team, willingness to help in the event of production difficulties, general and professional culture, integrity, etc. Such bonuses and rewards are perceived not only as a material, but also as moral encouragement. They allow you to quickly correct the distortions arising at times of pay, to solve occasional problems related to the participation of workers in the manufacturing process as well as to take into account, as appropriate, indicators and characteristics of the labor input, which are not considered regular incentive systems [4].

CONCLUSION

With the formation of new economic mechanisms, market-oriented, industrial companies will inevitably have to learn 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 sides of production activities to the changing situation. At the same time increases and becomes quite tangible contribution of each employee to the final result [5-7].

It is clear that the implementation of such an important for enterprises of different forms of ownership of the problem, as the search for effective ways to manage work, ensuring activation of the human factor, the decisive causal factor is the motivation of labor.

Today, the main motivating factor - the desire of employees to have a guaranteed salary. However, neither the intensity nor the quality of work will not count. Quite obviously, most would like to have peace of mind and let a small but guaranteed earnings, rather than intensive work with high pay and risk losing it.

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