

The Policy of Motivation: Purposes, Tasks, The Economic Expediency of its Development and Application

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Abstracts: The article describes the theoretical and methodological aspects of determining motivational policy as an economic category. On the basis of the proposed definition, the authors have developed a classification of motivational policy, which is based on the following external factors: the phases of the economic cycle and the life cycle of the company and internal factors: sphere of an impact, elements of an impact, methods of an impact. In the article the main purposes, achievement of which motivational policy concludes; targets, by means of which the objectives are attained; the main differential features - are determined and its structure is presented. The algorithm of formation is proposed in corresponding to formulating the principles and elaborating the model by the authors. Also the main problems are determined. It can help to implement motivational policy and to describe difficulties of its elaboration. It is proposed to use the methods of evaluation as a tool which can allow to remove obstacles with the high level of uncertainty of motivational process.

Key words: Motivation • Stimulation • Personnel, experts • Expert evaluations • Decision-making
• Methods of decision-making maintenance • Management of employees • Motivation planning.

INTRODUCTION

The policy of motivation is the actual implementation of the stages of motivational strategy - it is an integral part of the management model of motivation at the enterprise, which reflects the attitude of management of enterprise to its employees and determines the operational goals and specific activities.

At the present the policy of motivation has become a meaningful part of management process of an enterprise. That's why the administrative process results, which it formed, are apparent even at the highest company level.

The policy of motivation is different from the strategies of motivation with the same criteria as the general policy from the strategy. The motivational policy of the enterprise determines its intention to commit a specific sequence of actions to achieve the goal. The policy organizes the process of decision-making in the indicated by the strategy direction. Thus, the strategy of motivation has a wider and more fundamental nature than the policy.

The motivational policy is a set of measures aimed at the increase of the level of professionalism, at the increase of productivity and the quality of work and achievement of short-term goals that contribute to the achievement of the strategic goal. Motivational policy generally can be presented in the form of three stages:

- Analysis of the goals emphasized in the motivational strategy, analysis of the compliance of the real opportunities of the enterprise to their exact achievement;
- Identification of possible variants of motivational policies on the basis of the correction of the goals of the medium-term motivation strategy for the present conditions of operation;
- Practical implementation of the approved in the policy motivating and stimulating measures aimed at the achievement of operational goal.

Motivational Policy Model: Management model of labour motivation includes two elements: strategic and tactical. The strategy of motivation is developed on the basis of

long-term concepts of development of the enterprises. Tactical side assumes formation of the operational (current) goals and the development of specific measures that ensure the achievement of these goals with maximum efficiency. Tactical means of motivation policy are methods of motivating and stimulating effects [1].

The motivational policy should be directed on creation of favorable conditions of work. These conditions and the various factors of formation of the policy determine the main directions [2]. The key directions can be presented in the following classification:

For Development of the Policy, Corresponding to Certain Phase of the Economic Cycle:

- Anti-crisis - phase of recession;
- Stagnation - phase of the crisis;
- Perspective - phase of recovery;
- Developing - phase of growth.

For the Region Which Has an Impact On:

- General;
- Special.

For the Impact Of:

- Straight;
- Indirect.

For the Methods, Included in the Policy:

- The material;
- Indirectly-material;
- Non - material.

For the Life Cycle of the Company:

- Developing;
- Intensive growth;
- Stabilizing;
- Damped.

For Characteristics:

- Individual;
- Collective.

Almost complete coincidence of the classification of the strategy and motivation policy is explained by the fact that the policy is the final stage of the strategy, the goals,

set in the strategy, are corrected in accordance with established conditions of economic and the best option is selected from several alternatives.

In accordance with the correction the methods of motivating and stimulating effects are changing. That is, the strategy can be stagnating - stabilizing, but as exactly in the period of crisis, preconditions of the further development and growth of the enterprise, due to the appearance of new types of products, resources, activities and so on, are created, then in the crisis phase the enterprise can find a new perspective direction of the activity and developed in the strategy measures can be modified in the stagnating - developing policy.

Motivational policy model can be described in this form (Fig. 1).

On the basis of the developed model, we can generalize that, with intra-firm point of view, the motivational policy is a system of goals and principles, based on methods and factors of work with the staff.

The Basic Characteristics of the Motivational Policy of the Enterprise Are:

- The direct relationship with the strategy of motivation;
- Approval of the importance of the role of employees in the enterprise;
- System of the management functions and actions of the work with the staff;
- Orientation to the planning process.

If the strategy is based on the processes of forecasting, the policy basis is the planning, process of developing a sequence of specific actions, allowing to achieve possible results, this process concludes with the adoption of management decision. Planning has become an integral part of the manager's work, it is applied to important decisions, determining the further development of the enterprise.

The planning process allows to distribute the duties among the employees optimally, that is to make so that each employee of the enterprise knows which actions are expected from him in one or another situation, to develop a more rational system of delegation of authority and responsibility, in which the optimization of distribution of decision-making process in the organizational structure is achieved.

This is achieved by splitting the tasks, which the enterprise faces to divide into smaller sub-tasks, solution of which lies on different units or individual employees.

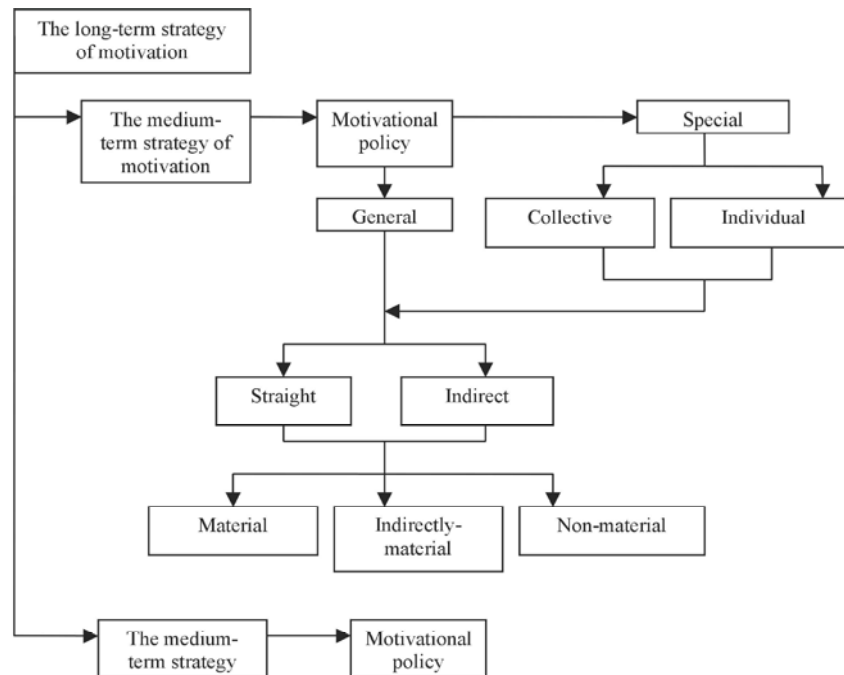


Fig. 1: Motivational policy model

Source: elaborated by the authors

The Efficiency Is Ensured by the Fact That Each of Them:

- Clearly knows what he must do and for performing which work he is responsible for;
- He knows what resources he has and can independently distribute them;
- He knows in what cases he must make decisions for themselves and in which it is made by the head;
- He knows the factors for the evaluation of the results of his work, the size and methods of reward, which is achieved through clear and transparent motivation policy.

From the point of view of the external environment, motivational policy defines the goals, connected with it's impact on the economic activity and also carries out the coordination of these goals with implemented at the enterprise management model, reflecting the attitude of the management of the staff.

In common, writing about motivational policy, the authors imply specific algorithm or system of measures in the field of personnel management in accordance with the established strategic and operational goals, which take into account the influence of external and internal factors and with the strategy. For effective economic activity, motivational policy should ensure the integration of all structures of the enterprise.

Goals and Tasks of the Motivational Policy: Reasoning from the concept of motivational policy, can be singled out he following goals:

- The inclusion of an employee in a single mechanism of the enterprise, that is, creation of conditions for identification of the employee with the company;
- Alignment of the goals of the enterprise and workers, convergence of them to full match;
- Formation of a desirable for the company behaviour of the employees;
- Creation of positive reputation.
- Formation of favorable corporate climate;
- Ensuring the economic sense of motivation.

In Accordance with the Designated Goals, the Motivational Policy Should Solve the Following Tasks:

- Organization of the protection of workers through guarantees, not only regulated by the state, but the subsidiary of the enterprise;
- To ensure not only a professional, but the intellectual and moral development of the staff;
- To ensure the reproduction of the labour force, through the system of material, indirect, tangible and intangible impacts;

- To ensure the achievement of the operational (interim) goals, which helps to increase the probability of achievement of strategic goals;
- To ensure the optimisation of labour efforts by means of including the methods of stimulation of work, as an integral element of the policy;
- To provide adequate motivation of an employee to work at the enterprise;
- To motivate the behavior of employees, which is desirable for the enterprise. In this regard, the management should clearly define the level of labour productivity for the employees; the rate of its increase; the norms of the company; directions of their improvement;

Thus, the main task of the motivational policy is to achieve the goals of more high-level, strategic and to implement the strategy. The motivational policy is carried out by means of strategic and operational management systems.

For solution of formulated tasks it is necessary that the motivational policy of the enterprise will be a system of clearly defined principles, for increase of the validity of the decision-making process and, as consequence, increase of efficiency of activity of the enterprise as a whole.

Principles of Creation of the Motivational Policy: The motivational policy of the enterprise should be formed and implemented on the basis of the following principles:

- The recognition of the personnel management process as the one of the priorities for the purposes of efficiency increase of the level of development;
- Providing interactive management response to the feedback from the employees;
- Creation of conditions for the development of supportive relationships within each administrative unit of the enterprise as a whole;
- Creation of favorable corporate climate during the implementation of various activities;
- Ensuring the preservation of the rights, freedoms and equality of opportunities for employees;
- Be determinant in the choice of method and direction of using labour potential of the enterprise;
- A reflection of the directions of preservation and increase of potential of the enterprise;

- Determination of the ways to motivate the personnel of the enterprise to the tasks decision and the achievement of established goals.

The Implementation of the Motivational Policy, in Common, Implies:

- The development of plans and individual activities to increase the level of motivation of labour;
- Monitoring of implementation of the established methods of motivating and stimulating effects;
- Consideration of alternatives of motivation policy for the prompt response to unforeseen circumstances;
- The regulation of the unified policy of motivation for all employees;
- Coordination of actions of managers;
- Organization of the financial and other resource support for the process of motivation management of labour;
- Maintenance of development of the personnel.

The main thing in the motivational policy - is formulation of the main goal, definition of time of its achievement, the evaluation of results [3]. The sequence of formation of motivational policy of the enterprise is presented in Figure 2.

A clear policy of motivation sets a certain level of motivation and a high level of output, which leads to realization of the desired plans and creates competitive advantages for the company [4].

After the policy of motivation has been formed and approved by management, it is necessary to familiarize with it each employee. In this case, the compliance of policy structure and personal motivation structure of the employees becomes important, as the policy should be consistent with the priority motives of the employees [5].

This is an objective necessity not only to build a different motivation structures and assessment of the motives of employees, but also to correlate developed motivating and stimulating effects with the motives through motivational structures, evaluate opportunities of the enterprise to realize formed policies and to evaluate the effectiveness of the current policy [6].

Thus, in the basis of any motivational policy, in accordance with the specifics of the enterprise, is planning system, which forms the motivation of employees to work, contributing to the achievement of the goals of the enterprise. That is, the planning of labour motivation is systematically repeating process of acceptance of administrative decisions.

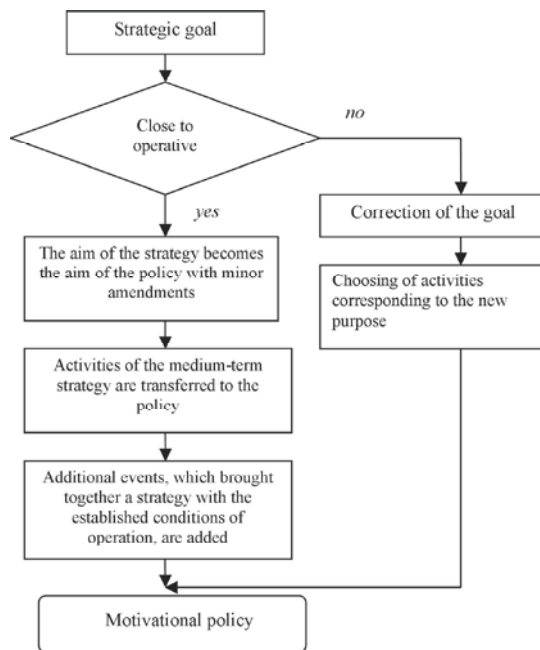


Fig. 2: The sequence of the formation of motivational policy.

Source: elaborated by the authors.

Theoretical and practical research and development have proved, that the main way to increase labour force participation of employees is their motivation, which is an integral element of the model of management of the personnel and encourages to create a mutually beneficial working process both for the enterprise and the workers.

Modern economic conditions are such that during development of both policy and promotion strategy, must be taken into account the specifics of each particular company, its technological process, the used methods and control systems [7].

CONCLUSION

The current situation has created an objective necessity of development of methodological approaches and theoretical device model for the development of management model of labour motivation, to ensure a highly efficient using of personnel potential. Highly efficient using of personnel potential is possible only in case, when motivating and stimulating impact, implemented at the enterprise, is adequate to the priority motives of it's employees.

Thus, it is necessary to conduct regular evaluation of effectiveness of the effects, used in the politics and strategy, to acquire economic sense for motivation. And since the strategy and policy is the system of successive stages of decision-making, it is advisable to use methods of decision-making support to assess effectiveness of the policies and strategies of motivation and for their development [8].

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