

INTANGIBLE METHODS OF STAFF MOTIVATION

Student N. Vedmid, *M-91*
E. Adviser I. A. Morozova

The main job of a manager is to get things done through employees. To do this a manager should be able to motivate employees. But that is easier said than done! To understand motivation means to understand human nature itself, but human nature can be very simple, but very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace, and therefore, effective management and leadership. It is believed that the best way to motivate staff is to increase their wages. Is it really so? Is the key to effective work of employees so easy to find? Let's check it and try to find alternative ways of staff motivation!

In 2009 Russian sociologists have carried out a survey of 1500 employees from different companies about most effective methods of staff motivation. The survey did not include ready-made answers, respectively, participants of a survey could write all the factors that motivate them to work. The following question was asked: "What motivates (stimulates) you on the job and what can motivate you in the future?"

Here are the factors that were most often mentioned by participants. In the first place are the factors referred more than any others:

- the positive evaluation of the work by employees;
- respect for and appreciation of my work with the leadership;
- respected, appropriate authorities, acceptance of domestic politics and values of company;
- the level of responsibility and tasks; autonomy and independence;
- compensation package and stable wages.

As you can see, the wage is not in the first place, but it is in the list of most frequently mentioned factors. First place is occupied intangible values in the above proposed rating. American economist Bob Nelson offers the following methods of intangible incentives of workers, which he calls "The Power of "I am":

Interesting work. A management theorist Frederick Herzberg once said, "If you want someone to do a good job, give them a good job to do". While some jobs may be inherently boring, you can provide employees with at least one stimulating task or project. Name them a suggestion committee that meets weekly, or some other special group. The increased productivity will compensate the cost of their extracurricular work.

Information, communication and feedback. As previously pointed out, now more than ever employees want information. They crave knowledge about how they are doing in their jobs and how the company is doing in its business. Start telling them how the company makes and spends money. Soon you will have them turning out the lights when they are the last to leave the room.

Involvement in decisions, ownership. Involving employees, especially in decisions that affect them, is both respectful to them and practical. People who are the closest to the problem or customers typically have the best insight on how to improve a situation. They know what works and what doesn't, but you rarely ask them for their opinion. If you involve others, you will improve their commitment and increase the ease in implementing changes.

Independence, autonomy and flexibility. Most employees value the freedom in the implementation of their job as they see fit. However, all employees value flexibility in their job. If you provide these characteristics to employees, and explain to them the desired performance, it will increase the likelihood that they will perform as desired. Even with new employees, you can provide work assignments in a way that tells them what needs to be done without dictating exactly how to do it.

Recognition and opportunity. For some workers providing them with recognition is a public way of giving them credit of confidence for their work. This can be achieved in many ways, such as issuance of letters of praise, thanks for good work, putting his or her picture on a "wall of fame" in your company and so forth. Likewise, a new assignment or additional responsibilities extended as recognition for past performance also motivates most employees.

In addition to the types of no-cost recognition that can be built into an individual job, management should also administer low-cost rewards designed to encourage employees to succeed. To heighten their effectiveness, these intangible rewards should be granted frequently and should be personal and creative.

There are many ways to motivate employees by non-monetary incentives. Encouraging employees to do their best through praise and recognition is the easiest way to motivate them. When people love what they do, they will consistently perform at their top level. But it does not mean that you have to forget about the financial reward. Only different types of methods of staff motivation in combination give the best results for the successful development of a company.