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Importance of well-developed and strategic motivation policy for achieving short and long-term business goals

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Abstract

Motivation is a critical factor in the workplace which leads to the performance of the department and even the company. Especially, employees' motivation play a significant role in the performance of an organization. There are a lot of reasons why employees' motivation is necessary. Essentially because it allows management to achieve the organization's goals. Companies might be in a very risky position without a motivated workplace.

My paper has been written in order to explore the main effects of motivation on employees' performance and productivity of the organization. In addition, basic theories of motivation are identified in this paper. On the other hand, the basic causes of employee turnover in the workplace is discussed. One of the purposes of my paper is to find ways to prevent employee turnover and develop sustainability in the organization.

Keywords: motivation, organizational motivation , management's role in organizational motivation, development of sustainability , productivity in the workplace.

Introduction

For a thousand years, as the word "motivation" has leaked into the lexicon managers, it is well-known that it is possible to act impotently for the benefit of the organization of the task. My first priority is to use the method of knee and gingerbread. In the Bible, the precedent and even the antique myths can find many of the legends of the king who are awarded the title of the prestigious hero or pretending to be a goat. Only the Royal Daughters and Souls were offered a little extraordinary. Suggested "gingerbread" has been rewarded for the highest award. Just as you know, you are the one who knows all the good things that will make them grow and give birth to them.

It was a mysterious place in the stagnation at the end of the XIX century. During the whole period of industrial revolution, the economic and social conditions of life in the rural areas of Anglia were so strange that farmers had set up the city and were forced to work as a mercy for 14 hours. in the dung for grasses, for the life of the factories for the factory to pay, so it did not tire to quench.

Adam Smith has traditionally been thinking of the time that the worker will pay for his work, which means he has ten years to do it. The trudent was often regarded as a product of the harvest. The result is that the results of the research are based on the fact that the taxpayer is a poor, but unsatisfactory motivation for motivation.

When in roughly 1910, the "school science overseas", the work of a hardworking workman, no matter how unhealthy in technology. Odakaco Taylor and her

contemporaries have always been upset by the stupidity of their grenades. And they have been motivated by the type of knee and gingerbread more effective, when it has been described objectively by the idea of "daytime digestive tricks" and offered to pay for the product that produces many products, proportionally their own. The increase in production efficiency, the result of which is the method of motivation, to be more effective with the application of specialization and standardization, which is impressive. The type of knee and gourmet cookies were so good that it was a pleasant feeling to keep up to the moment when the guides were succeeded.

At the same time, thanks to the basics of efficiency, with the help of the organization and application of technology and specialization, the ordinary ordinary people at the end of the concourse begin to grow. As far as he was concerned, it was a great way to start thinking that a simple "gingerbread" always creates a person's work. The fact is that the experts have managed to control the problem of motivation in the psychological aspect.

It has been developed that most anti-theoretical theories have been declared, so the individual acts; the ten men cherish the same thing; they are; Some people are more likely to be stronger than others, and the result is that they have a chance to get out of the room, and have fewer opportunities and difficulties. The odnne psychologist offers the preferred role of internal mechanisms, individual responsibilities for the individual; another seems to be motivating motivation in the external stimulus, which extends from the surrounding environment;

The three types of motives are the same as the ones that can be used to identify, and which ones are nihauyutsya and the ones that are acceptable; The ques- tionary question is whether or not motivation is motivated for individualization of the individual, or simply acts on the power of energy used for actuating actuators, determined by other factors, such as what kind of abridgement.

It has long been identified that the basic elements in human beings have no human personality, but with the application of the theoretical presentations of Charles Darwin, the problem of psychological adaptation in the surrounding environment has been studied by two important ideas with Darwin 's ideas and motivation. One of the first things in the world is that the people who live in the community are living in a subordinate way, according to the basic principles of the creation of the universe (for the sake of success, for the sake of stroke, The second characteristic of the evolutionary role of superfluous characters is that it depends on the motivation of the motivation, whether it is a physical character.

William McDougall believed instincts to be fundamental in human behavior and emphasized the predominance of motivation over perception and emotions: a person perceives what he is motivated to perceive with his instincts, and the corresponding object, being perceived, evokes emotions, which in turn are responsible for the actions of the individual .

 Robert S. Woodworth introduced the term "attraction" as a substitute for the contradictory term "instinct." Attraction is a force that supplies the body with energy for action. Sigmund Freud also saw the basis of human behavior in irrational instinctual drives and was extremely interested in the unconscious nature

of these motives. Freud believed that the two foundations of human motivation were eros (vital or sexual, instinct) and thanatos (the death instinct). However, Freud's thesis that people do not always act rationally was too radical.

Although attempts to apply psychological motivations in management were earlier, only with the appearance of the work of Elton Mayo it became clear what potential benefits this promises, and also that the motivation for the type of carrot and stick is inadequate.

Elton Mayo was one of the few academically educated people of his time who possessed both a true understanding of scientific management and training in the field of psychology. He created his fame and reputation in an experiment conducted at a textile factory in Philadelphia in 1923 - 1924.

This and subsequent studies have shown that human factors, especially social interaction and group behavior, significantly affect the productivity of individual labor. These ideas allowed to establish a new direction of management - the concept of "human relations", which dominated the theory of management until the mid-1950s.

Doubtlessly, people get a job to get a reward for it. Remuneration in the form of money is the most common method of motivating employees. But numerous studies show that money is not the first and not the only motivating factor for people.

Internal motivation usually means a certain emotional state, for example, a sense of pride in mastering new skills, or a sense of calm if your employer offers a flexible schedule. But external motivation is more likely in material objects, such as a fashionable car or a big house. But both are a much larger contribution to the employee's coin box than money.

According to a study by the American Psychological Association, 91% of workers say they feel they can do all kinds of things when they have leadership support. According to research by Staples, 26% of employees say that recognition encourages them to work harder. These statistics show that support and recognition are the main factors in motivating employees.

One of the simplest and most important ways to motivate your employees is to praise their good work. According to research, 63% of employees from around the world do not feel that they receive sufficient praise.

Make it clear to employees what you see and appreciate the good work they do. Make sure that when you express your confession, you are specific enough. Excessive generalizations may seem insincere. As a result, praise motivates employees not to lower the bar.

Another great way to motivate your team is simply to show that you trust them. Give them enough freedom. Give an opportunity for employees to speak out, make

suggestions or even lead new initiatives. This will make them worry about their work, motivate themselves creatively and try new things.

However, this does not mean that you should not challenge ideas and push them to rethink decisions, it simply means giving them a space in which they need to think freely.

1. Motivation in an organizational context

1.1. Basic concept and theories of motivation

Some people are really successful at their work . But sometimes these successful ones watch different pointless videos on Youtube while they can't focus on his work for more than an hour in a day. So when we analyze the concept of motivation, we should remember that the level of motivation varies both within between individuals and within individuals at different times.

American professor Stephen P. Robbins defined motivation as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. In this definition "goal" means any goal that people want to achieve. But we will focus on only organizational goals in the workplace.

Let's analyze the main components of motivation:

1) The first element is the intensity. It can be seen in the concentration and vigor goes into pursuing a goal. Intensity describes how hard a person tries. For instance, one person might work without much effort, while another one will try to improve himself, participate in the training programs, increase his productivity. The first worker lacks intensity, while the second one wants to achieve his goals with greater intensity.

2) Having high intensity is not enough if you don't know what is your goal and where you want to go. So direction is the second major component of motivation.

3) The last element is the persistence. It is about how long a person can maintain an effort. One of the best quotes from well-known American tv series was about the persistence. "Persistence supersedes talent, genetics and luck. There can be no true success without it."

Motivation theories are used to understand, explain and influence human behavior. There are two types of motivation theories: early and contemporary theories.

Though early theories of employee motivation formulated during the 1950s, managers still put them into practice and use their terminology in the workplace:

I.   Hierarchy of Needs Theory – American professor Abraham Maslow's pyramid consists of five needs of human beings:

1) Physiological needs – Essential needs to survive like air and water;
2) Security needs – These needs involve defense from bodily and emotional harm;
3) Social needs – It's about the needs of being part of a group (for example, friendly relations or work team);

4) Respect needs – There are two types of respect needs: internal needs such as self-confidence and external needs such as power and status;

5) Self-Actualization Needs – That is the last step of the pyramid. It's about knowing your potensial, improving yourself, setting the goals and make them happen.

How to apply it to the workplace? – Many managers understand this theory and use it as a tool of fulfilling the needs of employees. For applying it to the workplace, managers should start to focus on lower needs of employees such as physiological and security needs. More precisely, stable revenue and stable environment could meet their lower needs. So, managers always should keep it in mind and know that it is hard for employees to be motivated when their pay is low though they work too much.

When employees' lower level needs are met, they will think about their social needs. People are different, they can be sociable or introvert. The most important thing is to be a part of an environment where teamwork is the key to achieve common goals. It will increase interpersonal effectiveness. And finally, interpersonal effectiveness will help them to get their social needs met.

The fifth step of the pyramid involve esteem needs. Managers use different tactics to meet these needs. For instance, when employees participate in decision-making process, they will feel themselves special and understand that their opinion is important for their managers. Job perks and awards are the other tactics of managers.

Finally, training programs, seminars organized by a company and different opportunities for improving themselves may meet employees' self-actualization needs.

II. Theory X and Theory Y – This theory is the combination of two different theories and created by American social psychologist Douglas McGregor. This professor tried to answer the question "Do employees really get pleasure from their work?" or "Are employees really motivated?" .

These two theories are based on different suppositions. Under Theory X employees are not really motivated and feel unhappy when they work too much. Because people are naturally lazy. That is why the key elements for making employees work are punishments and recompenses. They can't achieve the goals without strict discipline and formal direction.

Under Theory Y employees are motivated enough and they need little direction. They know their responsibilities, solve problems in a creative way and try to be more productive.

The main question is why did Douglas McGregor divide them into two parts. We can answer the question by Maslow's theory: X style employees focus on their lower needs like social and safety, Y style employees are willing to achieve their higher needs like esteem and self- actualization.

Nowadays, the first part of the theory (Theory X) is called traditional. Managers prefer to work with Y style employees, because they think it is easier to work with them and Y style management leads to better results.

III.   Two-Factor Theory - American psychologist Frederick Herzberg created this theory and it is based on the question "What do employees expect from their work?" . This question was the direction to Frederick and he divided factors which affect motivation in the workplace:

a) Hygiene factors – These are very important in the workplace. And if these factors don't exist, it makes create dissatisfaction among employees. Hygiene factors are:

1. Salary – Employees shouldn't think that their salary is unfair;
2. Organizational policies – Too strict policies can decrease the level motivation in the workplace: dress code , working hours and breaks are example for that;
3. Working conditions – Conditions should be safe and clean. Equipment should be new and well-kept.
4. Interpersonal connection – There should be no conflict among employees or with managers.

b) Motivational factors – These factors create great pleasure in the workplace and make them to be motivated. They are inherent to work. Motivational factors are:

1. Performance awareness – Managers should get enough information about employees' performance and accomplishments.

2. Chances – Chances for the growth can make employees and managers more motivated. And they will work hard for getting these chances for improving themselves. Seminars and training programs are examples.

3. Control of managers – When managers decrease the level of control, employees feel more responsible and focus on their work and try do their best. They feel the minimalization of control and it gives them the ownership of the work.

IV. McClelland's Theory of Needs - In the early 1960s David McClelland developed his theory after Maslow's pyramid of needs. He divided people into three groups based on their characteristics:

a) Need for attainment – These type of employees prefer to work alone and the level of risk is very important for them. They dislike low-risk work, because they can't get satisfaction from easily attained work. High-risk work is also not preferable. They like to take calculated risks and after getting their goals they has a strong need to receive a feedback on the attainments
This type of a person can't be a good manager, especially in large companies. He doesn't have any wish to manage others, because he only concentrates on his goals.

b) Need for relationship – İn contrast with the "a" type of people, these ones dislike to work alone. Being in a relationship with other people, being a part of a team and having low-risk work is very necessary for them. They are ideal for the group work.
   A Good manager shouldn't have a strong need for the affiliation. It can hinder managerial effectiveness.

c) Need for power – These type of people are perfect for managing employees. Because they have low-level affiliation needs and they don't focus on only their goals and accomplishments. Status and power is very necessary for them and they enjoy controlling people.
   That is why "c" type of people are more preferable for the organizations.

As I mentioned before, the second type of theories are called "contemporary theories", because they are based on modern thoughts of motivation in organizations:

I.   Self-Determination Theory – One of my friends who worked as a volunteer in one company for a long time said that when she had worked there without any salary, she had never lost her motivation, because she had really loved her job. After 2 months they hired her and she said "i'm the same job, but i can't get pleasure from it anymore."

      I can explain this situation by American professors Edward L. Deci and Richard M. Ryan's theory. According to their theory, people get more satisfaction when they control their work themselves. In that situation, when she worked as a volunteer, her work was under her control and she was an employee the same work was as an obligation than a freely chosen activity.

      This theory is talking about positive effects of intrinsic motivation and negative effects of extrinsic motivation. For instance, the girl who takes piano lessons should spend at least two hours to play a piano every day,

because her piano teacher requires her to. However, if she finds herself continuing to spend more than two hours for it when lessons are over, that means intrinsic motivation makes her play a piano.

The most important part of this theory is that rewards, deadlines and other extrinsic factors decrease motivation if employees see them as forcible.

A recent outgrowth of this theory is "self-concordance", which is talking about how individuals' reasons for getting their purposes are consistent with their interests and main principles. When people try and do their best for achieving the goals because of their intrinsic motivation, they will get their goals easily, because the process itself will be interesting for them. But when they do something because of extrinsic motivation like money or status, they can't get any satisfaction from the process and those goals will be less meaningful for them.

How to apply self-determination theory to the workplace? – First of all, individuals have to choose their job not only for getting money or status. They have to work where they really feel comfortable and satisfied. On the other hand, managers should focus both on intrinsic and extrinsic motivation. They should control employees, but do it in a professional way. "Professional way" means not to make employees feel that their work is under managers' control.

For the opinion of the psychologists who study this theory, in organizations when interviewing candidates, some necessities should be taken into account. These necessities should be innate in workers, rather than learned. These are:

- Competence;
- Connectivity;
- Independence.

Competence means worker's desire to control task's outcome, connectivity means desire to interact, to be connected to, to communicate

with others and finally, independence means desire to be under his or her own control.

a. Job Engagement – One real story was written in Stephen Robbins's book. " When manager Donras Trustos comes to work it seems that everything else in his life goes away, and he becomes completely absorbed in what he is doing. His emotions and thoughts are all directed toward his work. In fact, he can get so caught up in his work that he isn't even aware of how long he's been there."

How to explain Trustos's situation? The answer is simple. He has a high level of job engagement. In American professor W. A. Kahn's opinion "Practicing managers and scholars alike have lately become interested in facilitating job engagement, believing something deeper than liking a job or finding it interesting drives performance."

According to the survey which was created by The Gallup organization in 2015, many employees are actively disengaged with their work. The survey consisted of 12 questions with helped to assess the extent to which employee engagement is linked to positive work outcomes for millions of employees over the past 30 years. The results are there:

- Actively disengaged   - Disengaged   - Engaged   - Actively engaged
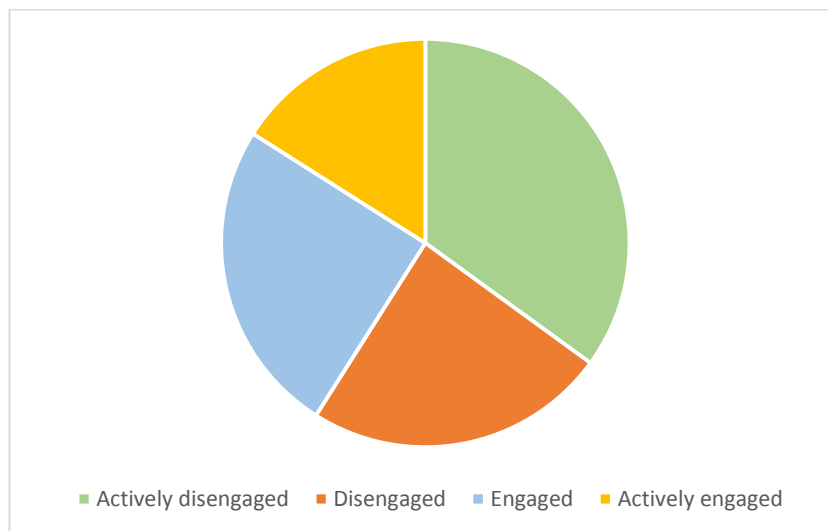
As we see in that chart above, 35% of employees are actively disengaged with their work. Employees with actively disengaged with work have higher level of turnover and lower level of productivity and profitability.

The main question is how to improve group members' engagement? – Managers play a key role in improving engagement in organizations. Firstly, they should find ways to create a connection with group members individually. They should have enough information about talents and needs of employees. In addition, they should keep some facts in mind that generally women have higher engagement that men and workers have higher level of engagement needs at the beginning of their career. On the other hand, they should concentrate on workers' strengths and help to improve them. Gallup says that employees who use their strengths every day are six times more likely to be engaged on the job.

1.2 Motivation of personnel as a strong factor in increasing productivity

The main feature of personnel management in the transition to the market is the increasing role of the employee's personality. The situation that has developed in our country now has both great opportunities and great threats for each individual in terms of the sustainability of its existence. That is, there is now an extremely high degree of uncertainty in the life of each person. Therefore, it is necessary to develop a new approach to personnel management. This approach is as follows:

1) the creation of a philosophy of personnel management;

2) creation of perfect personnel management services;

3) application of new technologies in personnel management;

4) creation and development of joint values, social norms, setting behavior, which regulates the behavior of an individual.

The philosophy of personnel management is the formation of the behavior of individual employees in relation to the purposes of enterprise development. In such circumstances, the motivation of the work of the company's employees becomes particularly important. In order for a person to carry out the work assigned to him in good faith and in good quality, he must be interested in this or, in other words, motivated.

İn the management of personnel, motivation is seen as a process of activating the motives of employees (internal motivation) and creating incentives (external motivation) to motivate them to work efficiently. In this regard, both the terms stimulation and motivation are used as synonymous terms of motivation2. The goal of motivation is the formation of a set of conditions that induce a person to carry out actions aimed at achieving the goal with maximum effect.

Representations about the opportunities for motivation of workers' labor have undergone great changes in management practice. For a long time it was believed that the only and sufficient incentive for encouraging an employee to work effectively is material reward. Taylor, the founder of the school of scientific management, developed his system of organizing workers' labor, convincingly proving the relationship between labor productivity and its payment. However, Mayo's experiments in Hawthorne found a significant impact on the performance of labor of other factors - psychological. Over time, various psychological theories of motivation appeared, trying from different positions to consider the determining factors and the structure of the motivational process. As a result, the so-called "carrot and stick" policy was replaced by the elaboration of more complex systems to stimulate the motivation of workers to work, based on the results of its theoretical study.

A general characteristic of the process of motivation can be imagined if the concepts used for its explanation are defined: needs, motives, goals.

Needs are the state of a person who is in need of an object that is necessary for his existence. Needs are a source of human activity, the reason for its purposeful actions.

Motives are motivations of the person to action directed on result. Goals are the desired object or its state, to which the person seeks possession.

The general scheme of the motivational process, reflecting its cyclicity and multistep, as well as the interrelation of needs, motives and goals, is presented in Fig. 1.4

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        the result of
        satisfaction

needs                  behavior

    motives            goals
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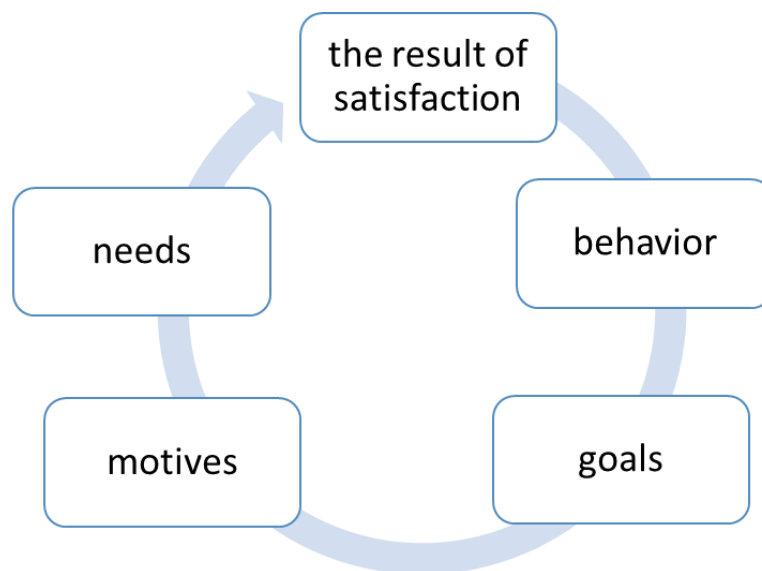
The presented scheme is rather conditional and gives only the most general idea of the interrelations of needs and motives. The real motivational process can be much more complicated. Motives that drive a person are extremely complex, subject to frequent changes and are formed under the influence of a whole complex of external and internal factors - abilities, education, social status, material well-being, public opinion, etc. Therefore, predicting the behavior of team members in response to different systems of motivation is very difficult.

Motivation as a function of management is realized through a system of incentives, i.e. any actions of a subordinate must have positive or negative consequences for him in terms of meeting his needs or achieving his goals. Studying the team can allow the leader to create a motivational structure through which he will bring up the team in the right direction.

At present, the organization of an effective incentive system for personnel is one of the most difficult practical management problems. Typical problems in organizations associated with low staff motivation are:

a) High staff turnover
b) High Conflict
c) Low level of performing discipline
d) Irrationality of the motives of conduct of performers
e) Weak connection of performance of performers and promotion
f) Absence of conditions for self-fulfillment of potentials of employees
g) Problems of "public cooperation" in the activities of the company
h) Low effectiveness of the impact of managers on subordinates

l) Low level of interpersonal communication
m) Failures in the production process
n) Problems in creating an agreed team.

Methods to increase the motivation of staff

Methods of stimulating staff can be very diverse and depend on the elaboration of the incentive system in the enterprise, the overall management system and the specifics of the enterprise itself.

Classification of methods of motivation can be carried out on organizational and administrative (organizational and administrative), economic and socio-psychological is one of the most widespread. This classification is based on the motivational orientation of management methods. Depending on the orientation of the impact on particular needs management methods are divided into:

- Economic management methods, driven by economic incentives. They presuppose a material motivation, that is, an orientation toward the performance of certain indicators or tasks, and the implementation after their implementation of economic compensation for the results of work. The use of economic methods involves the formation of a work plan, the monitoring of its implementation, as well as the economic incentives for labor, that is, with a rational wage system that encourages a certain quantity and quality of labor and sanctions for inadequate quantity and quality.

- Organizational and administrative methods based on directives. These methods are based on an authoritarian motivation based on obedience to the law, law and order, senior in office, etc., and based on the possibility of coercion. They cover organizational planning, organizational rationing, coaching, management, control. In governance, the power motivation plays a very significant role: it involves not only unconditional observance of laws and regulations adopted at the state level, but also a clear definition of the rights and duties of managers and subordinates, in which the execution of management orders is mandatory for subordinates. Powerful motivation creates the necessary conditions for organization and interaction, and the organizational and administrative methods themselves are called upon to ensure the effective management of any level on the basis of its scientific organization.

- Socio-psychological methods used to increase the social activity of employees. With the help of these methods, they primarily influence the consciousness of workers, social, aesthetic, religious and other interests of people and carry out social stimulation of labor activity. This group of methods includes a diverse arsenal of methods and techniques developed by sociology, psychology and other sciences that study man. These methods include questionnaires, testing, interviews, interviews, and the like. "The application of socio-psychological methods in management in trade is considered in two aspects: in the traditional aspect of their application in the management of personnel and in terms of managing the behavior of the buyer (when choosing a social target by a trading company, in advertising activities, etc.

- In the practice of management, as a rule, various methods and their combinations are used simultaneously. For effective management of motivation, it is necessary to use all three groups of methods in enterprise management. Thus, the use of only power and material motivations does not allow mobilizing the creative activity of personnel to achieve the organization's goals. To achieve maximum efficiency, it is necessary to apply spiritual motivation

- I note that the growth of the role of economic management methods in Russia is primarily connected with the formation and improvement of the market economic system. Under the conditions of the market, economic management methods will inevitably be further developed, the effectiveness and effectiveness of economic incentives will be increased, which will allow each worker and collective to be put in such economic conditions that it is possible to most fully combine personal interests with working goals. However, focusing on economic incentive methods often leads to a decrease in attention to socio-psychological aspects of motivation, which determines the internal motivation of staff.

The above scheme of classification of stimulation methods is classical. In modern management, other groups of incentive methods are also used. Enlarged all the incentive methods can also be grouped into the following four types:

1. Economic incentives of all types (wages in all its varieties, including contractual, bonuses, benefits, insurance, interest-free loans, etc.).

The success of their impact is determined by the extent to which the collective understands the principles of the system, recognizes them as fair, to what extent the inevitability of the promotion (punishment) and the results of work is observed, their close connection in time.

2. Management by objectives. This system is widely used in the United States and provides for the establishment of a person or group of goals that contribute to the solution of the main task of the organization (achieving certain quantitative or qualitative levels, improving the skills of staff, etc.). Achieving each goal automatically means raising the salary level or other form of promotion.

3. Enrichment of labor - this system is more related to non-economic methods and means giving people more meaningful, promising work, considerable independence in determining the mode of work, using resources. In many cases, this is accompanied by a rise in wages, not to mention the social status.

4. The system of participation currently exists in a variety of forms: from broad involvement of the team to making decisions on the most important problems of production and management (Japan) to complicity in ownership by acquiring shares of its own enterprise on preferential terms (USA, England).

2. Effective motivation policy as a tool for achieving short and long-term business goals

2.1 Role of motivation in preventing employee turnover and developing sustainability.

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
(Our Common Future, also known as the Brundtland Report)

Creating sustainable development in the workplace is not that easy. Many groups of people can positively or negatively impact this sustainability. Workers, consumers and communities include these groups. Effects of these groups on sustainable development are:

Employees

Sustainable development in the workplace

Consumers

Communities
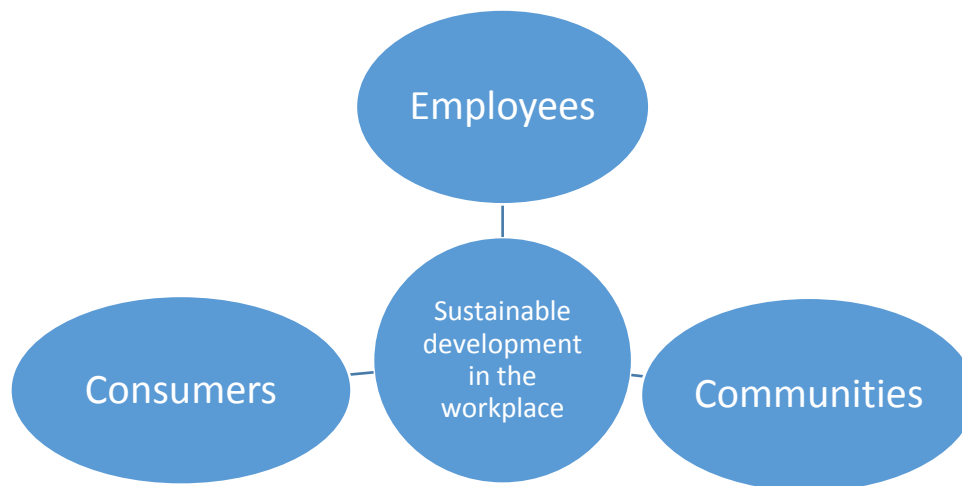
According to American psychologist Maya Fischhoff's article about sustainable development, employees play a bigger role in this development and seven main strategies were identified to implement by employees in the workplace.

Consumers might support company's sustainability by buying their products and promoting the brand. Companies should improve tactics and strategies for having loyal customers and getting their support.

Communities also affect sustainability success in organizations. For companies with a significant local footprint, like those engaged in manufacturing or resource extraction, community perception is critical.

Maintaining the social license to operate within the community can reduce friction and costs and can even lead to collaborations on projects with local stakeholders.

As I mentioned before, there are six main strategies which are useful for maintaining sustainability.

a) When employees are informed enough ;
b) When group leaders give positive feedback to the employees;
c) When practical support helps employees to work harder;
d) When organizational meetings and activites seem more fun;
e) When managers brainstorm with employees;
f) When rewards continue in the workplace.

The first part is about giving enough information about organizational goals and strategies to employees. When they are informed enough, they know exactly what to do. On the other hand, when goals are realistic and achievable, they feel more motivated. For instance, real stories affect people more than abstract statements.

The second part is employees' expectations. When they work hard, they want to hear positive feedback from their group leader, because that makes them feel proud and motivated.

Practical support is also very necessary. I can explain this part by one example. People use recycle bin when it is close by. Similarly, if there is not the practical support, actions will not happen.

Positive environment, positive team members and group activities make people feel more motivated. Being cheerful and discussing daily plans in the meetings is the key factor.

Participation in brainstorming, getting information about organizational goals make employees feel special and they know that their opinions are important for the group leaders.

Rewards are extrinsic factors that motivate workers. When they continue, they become source of motivation for them, but when they stop, it affects workers in a negative way.

Employee turnover is the rate of movement of employees inside and outside the company. Organizations always try to prevent excessive level of turnover, because it can cause knowledge discontinuity.

When organizations can't prevent excessive turnover, they should spend time and money from the budget of organization for advertisements, employee recruiting, motivation, adaptation to the new job etc.

Motivation plays an important role in preventing negative employee turnover rate in companies. It is called the "mainstay" of human resources management. The lack of adequate human behaviour motivation can cause many problems in organizational efficiency and effectivity.

Motivation should be created by managers in the workplace. They need to have both hard and *soft skills*. Hard skills are just specific knowledge that every manager need to know. For instance, Information Technology (IT) Manager should have enough information about computer programming, because it's his hard skill.

Soft skills include motivation, flexibility, communication and others needed for being successful at his work. Nowadays, being manager is more difficult than before, because a manager has to get information about his employees, their needs and skills, find ways to improve them, communicate with them and support them. Positive work motivation depends on these factors.

For identifying key factors of employee turnover, Department of Management of University of Economics and Management in Czech Republic collected all surveys, professional publications and scientific articles of 20 last years about this topic. During the selection process the keywords were motivation principles, employee turnover and motivation in the workplace.

Some surveys were about turnover and questions were answered by the employees who left the work and were in the age category from 20 to 50. The questions were like "What made you leave your job?", "What demotivated you in the workplace?" and so on. They didn't include the question about gender of the respondent, because the survey showed that there is no connection between gender and reasons to leave the organization.

All authors were foreigners and their publications in scientific journals or books which were about the same topic. Deci and Ryan, Gordon, La Brosse , Del Vecchio and Wagner were one of these authors.

The table below shows the information about the sources of this analysis:

Year	Number of factors	Compliance with motivation role	Guidance
2014	More than 10	81–100%	That is exactly about what a manager should do
2013	8-9	71-80%	If a manager has an experience, he/she will know what to do
2012	5-6	41-60%	If a manager reads the literature, he/she will know what to do
2011	3-4	21-40%	General statement
2010	Less than 3	0-20%	Manager has no idea what to do.

As shown in the table, difference guidance statements were used during the analysis process.

Based on these analyses, 13 main factors of the turnover were identified. And at the end five of them were selected, because the other factors were too general. Five key factors are selected among all factors for preventing turnover in the workplace.

I.   Inspiring manager – If a manager wants to create an optimistic environment and motivate employees, firstly he should inspire them with his attitudes and behavior. He should have a self-confidence and self-motivation. Additionally he should have an attractive personality for motivating them.

II.   Careful manager – That is probably the most difficult part of being a good manager, because a manager always should be careful to all employees and every individual should feel special. During decision-making process, manager can ask them and by this way they will know that their opinion is important in the organization. Sometimes he can help them to solve the problem and show them the right direction.

III.   Sharing goals, tactics and strategies – In some organizations employees work hard, but they even don't know why they work and what is their purpose or goal. That is very important to discuss goals of the organization with them. If they have enough information and vision about the strategy of the company, they can fully concentrate on their work and can be more productive.

IV.   Communication – To create an engagement, to communicate with them and make it clear and open is another key factor. Sarcasm or some ambiguous comments by a manager can decrease the level of their mood. So it can affect general motivation in the workplace in a negative way.

V.   Appreciation and feedback – Finally, employees always wait to get any positive feedback from their manager when they get success. Especially praising hard worker employees publicly make them feel motivated and

work harder. Praise has two specific characters like being addressed and informal.

2.2 Effect of motivation on organizational performance

Nowadays, the organization of an effective incentive system for personnel is one of the most difficult practical management problems. Modern economic theory proceeds from the fact that the process of production is the result not only of the functioning of labor, but also of the combined effect of labor, capital, land, entrepreneurship and labor motivation. The role and proportion of each of these factors of production in the process of creating products can not be precisely established. Consequently, the assignment of the volume of output to the labor costs associated with this output, when calculating labor productivity, is only one way of determining the efficiency of production.

The effectiveness of the labor activity of the personnel is characterized by many economic indicators: labor productivity, labor intensity of work, production costs, human energy costs, income and profitability of labor, etc. The effectiveness of employee motivation and the personnel management system at a particular enterprise is determined by the degree of achievement of basic economic and social goals.

In the dynamic market relations of enterprises, in addition to known common indicators, one should also use a system of economic norms and standards or a series of economic objectives and value judgments that can be summarized as follows:

Economic growth, meaning a desire to ensure the production of more and better quality goods and services;

I. Full staffing, involving the provision of suitable employment for those who wish and is able to work;

II. Economic efficiency, characterizing the maximum return with a minimum of costs from the existing limited production resources;

III. Economic freedom, allowing managers and workers to have in their economic activities a high degree of independence;

IV. An equitable distribution of income.

The main economic goals of each enterprise are closely related to its production activities and, as a rule, are sufficiently fully reflected in the financial statements of the financial performance or the annual balance sheet. Social goals are realized by meeting the expectations, needs and interests of employees. These needs, as noted, are very diverse and their significance can vary. Goals determine the direction of the organization. They characterize the state or position that each organization will strive for in the implementation of specific strategies for its development.

An economic approach to the justification of strategic objectives of enterprise development requires microeconomic analysis and identification of current tasks of all components of a particular production or social system. Effective functioning of any system as a whole is possible only with a certain combination of its goals with the tasks of its subsystems.

 Objective goals of the organization may not only not coincide, but also contradict the main tasks of individual units or conflict with the objectives of different categories of personnel. It is precisely such unplanned or

hidden goals that actually control the activities of the work collective, which leads in practice to completely different than expected final results.

The normal functioning of a specific production subsystem, say, a workshop, site or brigade, within the overall goal is possible only by eliminating such hidden or unforeseen goals. Therefore, the socio-economic mechanism of personnel management at a particular production facility should be aimed at the formation of such a set of motives that would ensure the implementation of internal personal goals and behavior of people in the labor process with the overall objectives of the entire organization or firm. For social effectiveness to be viewed as an achieved goal, it is necessary to find a way of measuring the needs and interests of the staff. The impact on social efficiency can be assessed and measured by an indicator - "employee satisfaction with their work".

However, the degree of job satisfaction may be different for many employees, depending on their personal goals, the level of organization of production, economic, social and motivational activities. Different degree of staff satisfaction reflects a different level of achievement of the organization's social goals. This means that the criterion for the quality of decision-making, which would balance the economic and social effectiveness of staff motivation, can be considered the degree of achievement of the goal.

Social efficiency in the form of incentives can be realized only when the existence of the enterprise is stable and reliable if it receives the necessary profit and is solvent and creditworthy both in respect of payment and stimulation of the labor of its employees and all external partners. At achievement of the economic and social purpose the balance of interests of the personnel and the organization should be kept. It can be considered achieved when the parties concerned recognize a compromise solution

acceptable both in matters of production and in the motivation of personnel.

From the point of view of the motivational impact on the employees of the enterprise and the main results of their work activity, the main personal factors of the personnel, such as the capacity for work or the employee's readiness for work, as well as the working conditions, should be of greatest interest.

An employee's abilities reflect his ability to work, characterized by the level of knowledge, skills, health, endurance and many other qualities. Readiness for work refers to a person's inclination to do his job, characterizes the dependence of his labor behavior on motivation, the nature of work, the expected reward, etc. Working conditions include factors that affect performance and are beyond its direct impact, for example, processed materials, the severity of objects, etc. The effectiveness of the workforce has a motivating effect and such factors as leadership style, a clear understanding of the purpose of the work, etc. The impact of all factors considered on the whole affects the results of labor, its productivity and effectiveness.

In the system of motivation of the labor activity of personnel, it is necessary to distinguish two levels of labor productivity, called BM. Genkin as acceptable and stimulating. An acceptable level of performance is a certain degree of human labor, corresponding to the current labor standards. It is considered subjectively acceptable by every employee and should not be stimulated. The stimulating level represents the degree of overfulfillment of labor standards in excess of 100%. For most categories of staff, this level can be stimulated by the allocation of material remuneration resulting from increased labor productivity

In the process of the labor activity of the staff, the main results can be expressed by the volume, composition and quality of products, goods and

services, working conditions, safe work and health of workers (morbidity), attitude to work, wage level, absenteeism and loss of working time, complaints, strikes and many other financial and economic and social factors and indicators. If an enterprise, organization or other system provides the expected level of such results for all its employees or members of work collectives, then they have a motivated desire to contribute their personal and group professional contribution to this system at the level of the costs of their forces and the overall results of the work they consider acceptable or possible with the given labor, motivational or market relations.

From the extent to which the organization or its unit is motivated, determine the functions and duties of the employee with a given salary, depends also on his perception of the system's goals and the desire to provide the necessary or possible result. Stimulating the required level of employee productivity can be achieved in two ways: either by selecting personnel with the appropriate internal motivation, for which internal satisfaction with the results achieved is important; either by external motivation, in which the desires and needs of man are satisfied through the system of its stimulation, both material and moral.

Stimulation of employees to ensure high performance of their work is one of the most important tasks as applied by the management of the organization methods of motivation, and the entire existing system of personnel management. Quantitatively to measure the influence of motivational processes on the increase of final economic results, the growth of labor productivity and satisfaction with the results of work at present is rather difficult both from scientific and practical positions. For this, it is necessary to carry out experimental studies in the work collective, create two professional groups of workers (control and experimental), a corresponding measurement of actual results and their subsequent evaluation. In modern conditions, it seems that the impact of motivation in

any organization on the most important indicators of financial and economic activity can be assessed with high accuracy.

If the enterprise constantly receives profit, has a high profitability of production, provides the appropriate salary and a decent standard of living for its employees, all these factors are themselves sufficiently powerful to assess the effectiveness of not only the motivation itself, but also the effectiveness of the work of all personnel and the organization or enterprise as a whole .

In a market economy, the very survival of a firm is an important testament to the fact that a highly professional, well-organized and sufficiently motivated workforce is working there. In the market without motivation of personnel, in the absence of normal working conditions, without timely payment of wages, any organization becomes uncompetitive. Therefore, we can consider the existence of a high pay for staff and a low level of staff turnover at the enterprise the most reliable estimate of the effectiveness of the motivation of the collective of workers.

Typical problems in organizations associated with low staff motivation are:

High staff turnover;

• Low level of interpersonal communication and high conflict;

• Low level of performing discipline;

• Poor work (marriage);

• Lack of conditions for self-fulfillment of employees' potentials;

• Low effectiveness of the influence of managers on subordinates;

• Problems in creating an agreed team;

• Weak prospects for career growth, reflected in the working tone of employees;

• Contradictions in the relationship between the employer and the employee;

• Dissatisfaction with the work of employees;

• Low professional level of the staff;

• The lack of initiative of employees;

• Negative evaluation of management personnel;

• Insufficient supply of workplaces;

• Insufficient attention to study and internship of the reserve;

• Inadequate social and cultural life of the enterprise;

• Unwillingness of employees to improve their skills;

• Inadequacy of the incentive system;

• The discrepancy between the actual behavior of the performer and the expectations of the chief;

• Low morale in the team and many others.

Building an effective system of motivation requires studying the theoretical foundations of motivation and current incentive systems.

Each leader would like his subordinates to strive for good work with full force, that they be involved in the organization's affairs, share its goals and show high activity in solving problems that hinder the stable operation of the organization. Money is thus the most obvious and most often used incentive, although this is not the only means of motivating employees.

Consideration of forms and systems of wages from the point of view of motivation of work suggests that effective management of material incentive should include the study of its motivational aspects in the practice of managing the organization of labor, and in particular the standardization of labor, and in terms of the conformity of forms of wages to production conditions, and the level of wages.

Money is a sufficiently strong motivator only if the employee considers payment of his work fair and sees a link between the results of his work and

the payment of labor. And since in the organization in question the piece-rate labor is used, this factor is very important.

The motivating effect of the forms of labor used in the organization is the higher, the more they are connected both with the actual working indicators of individual workers, and with the results achieved by the division and the entire organization. The evaluation of performance results is usually made on the basis of various criteria.

In the organization of remuneration are the laws of distribution according to work, reproduction of labor, value, outstripping the growth of labor productivity in comparison with the growth of its payment.

These laws are consistent with the economic principles of wages, the main of which are: 11

1) equal pay for work;

2) establishment and constant maintenance of the minimum wage level;

3) outstripping the growth of labor productivity in comparison with the growth of labor remuneration;

4) material interest;

5) warranty.

The influence of the incentive system in the organization on the motivation and working behavior of the personnel is largely due to how fair it is perceived by employees, how directly, in their opinion, the payment of labor is related to the working results. Encouragement should also be perceived as fair by other members of the working group, so that they do not feel left out and start working worse.

The system of material incentives, in addition to wages and bonuses (bonuses), may include pension savings, participation and profits, payment for training (worker or his children), interest-free loans for the purchase of a house or car, payment for meals or travel of workers, such as are not used in this organization.

The development and implementation of a fair and suitable for the organization and for the workers of the system of payment for the work performed can be an important factor in increasing the level of labor motivation of staff and increasing the efficiency and competitiveness of the organization as a whole.

In order for employees to perceive the system of payment and rewards as fair, the following measures can be taken:

revealing, through sociological surveys, factors that reduce employee satisfaction with the system of labor incentives in force in the organization and the practice of granting certain benefits, and adopting appropriate corrective measures, if necessary;

better informing employees about how the size of the rewards (premiums, bonuses, etc.) is calculated, to whom and for what they are given;

revealing in the course of personal contacts with subordinates possible injustice in paying employees, awarding bonuses and distributing other rewards for the subsequent restoration of justice;

constant monitoring of the situation in the labor market and the level of payment of those professional groups with which workers can compare themselves and making timely changes in the system of payment for their labor.

Intangible incentives for employees

Motivation of employees through the organization of work

Motivating effects on the worker are provided not only by traditional means of stimulation (monetary and moral), but also by the characteristics of the work performed. The mood for work, interest in the final results, readiness to work with high returns - that is, those basic manifestations of working behavior in which a high level of motivation is manifested - depend largely on the characteristics and content of the work performed. Therefore, in order to influence the employee's labor motivation lead to the desired changes in the working behavior of the personnel, attention should be paid to the most important characteristics of the work assignments.

The labor motivation is primarily affected by those characteristics of the work that can be correlated with the needs of the employee in achieving results, in evaluation, in independence, in self-actualization, in information. The following characteristics of the work performed by them have a predominant influence on the labor motivation of workers:

1. a variety of skills required to perform work;

2. Completeness of the tasks performed by the employee;

importance, importance, responsibility of tasks;

independence granted to the performer;

Feedback.

A variety of skills involves performing professional tasks based on different abilities of the employee.

Completeness of work is the ability to perform work from start to finish.

The importance of the assignment is the impact that the work has on other people (inside the organization or in a wider environment.

The independence granted to the performer is the extent to which workers have the freedom and the right to plan, determine the schedule of work and do the work at their own discretion

Opportunities for making independent decisions increase the sense of personal responsibility for the work performed. If workers can decide for themselves what they will do and how, they feel a great responsibility for the results, both good and bad.

Feedback is information that an employee has about the effectiveness of his work.

Effective feedback gives workers knowledge of the results of their work. If the work is organized so that people are provided with information about the results of their work, then they have a greater understanding of how effectively they work. If the work is not done successfully enough, it motivates the employees to make additional efforts, to make some changes in their work. If the work is done successfully - this in itself is an additional incentive, which increases the level of motivation of the performer.

Knowledge of the relationship between the characteristics of the work performed, labor motivation and work behavior of workers allows us to formulate several principles, according to which work is organized, in order to ensure a high level of labor motivation and performance.

Principle 1. Combining tasks.

This means that instead of sharing a task between several employees, all work (for example, racking) can be assigned to one employee. This provides a greater variety of skills and greater completeness of the task.

Principle 2. Completeness and integrity of work assignments.

This implies the ability of the performer to perform at least part of his work assignments from start to finish. Such organization of work increases the degree of responsibility, gives meaning and significance to the work performed.

Principle 3. Establishment of relations with consumers.

Such organization of work, when the employee comes into direct contact with the consumer of the results of his work, services, not only helps to provide feedback, but requires the employee a greater variety of professional skills, increasing the degree of his independence.

Principle 4. Delegation of authority.

Transfer of responsibility and control over work from managers to subordinates strengthens the independence of workers, raises the level of their labor motivation.

Principle 5. Establish feedback.

There are many types of feedback that workers can receive, and the work should be organized in such a way as to give the performer as many feedback types as possible. Feedback can be given by consumers, direct supervisors and workmates. Feedback can be provided by the work itself, if different indicators are used (for example, labor productivity, marriage level, daily sales volume, etc.). The more feedback channels are involved, the more accurate the representation will be of employees about how they work, and the higher will be their motivation to achieve the required performance indicators, to improve their work.

Conditions for increasing the motivational potential of work tasks:

The fulfillment of the task should make a significant contribution to the achievement of the objectives of the department and the whole organization, and this contribution must be understood by the employee.

Tasks should complement each other and create holistic activities.

The work should allow for a variety of work tempo and different ways of performing tasks.

For the employee, it should be possible to obtain direct and indirect, immediate and delayed feedback on the results of the assigned work tasks.

Work should allow for a certain degree of independence and initiative of the performers.

The performer should be endowed with the necessary powers and be responsible for the results achieved.

The process of accomplishing the task should bring satisfaction to the employee.

Motivation through the setting of working goals

The idea that motivation of employees can be strengthened through setting goals of work is an important part of the management philosophy in modern organizations. The motivation of employees depends on the following characteristics of the goals and on how the process of setting and implementing the goals is implemented:

Concreteness. The more specific the objectives are, the more probability that an employee will understand how and when he should reach them.

Complexity. This is the degree to which an employee considers goals As difficult, perspective and challenging its capabilities, but achievable.

Acceptability. This is the extent to which an employee accepts goals and wants to achieve them.

Active participation in setting goals. This allows the employee feel personal responsibility for the success of their achievement in the future.

Providing feedback. Employees need information on how well they perform the work assigned to them.

Defining specific goals. People work better when they need to achieve specific goals, and not when they are simply asked to "work well", "try their best" or when no goals are defined at all. In addition, people set goals in the same way and in order to prove to themselves that they work well, and not only fulfill the requirements of managers.

Setting difficult but acceptable work goals

In order to create a sufficient level of labor motivation for workers, the goals that the organization sets for performers must be quite complex and challenge their capabilities. However, if too difficult goals are set, the productivity (efficiency) of the work will fall, because workers view these goals as unrealistic.

Active participation of performers in setting goals

One way to make goals more acceptable to employees is to involve them in the process of setting goals. Numerous studies show that participation of employees in the definition of goals increases productivity more than when the goals are descended from above. In particular, it was found that the productivity of workers is higher when they are attracted to setting goals for their own work than when management tells them what goals are to be achieved. Participation in the process of setting goals can be useful not only because workers are not inclined to reject as unreasonable those goals in the formulation of which they took part. They know their work better and therefore will rather set real goals - not overestimated or underestimated.

One of the very simple ways to increase the employee's acceptance of his goals is to explain to him the logic of setting goals. First, explain how the goals were set (for example, taking into account the results achieved in the past), so that employees understand that they receive some benefits or advantages from this. Secondly, explain how the achievement of the goals set will affect the payment of employees. Employees should clearly show that they do not lose their wages if they can not achieve their goals and show what financial benefits will be available to those workers who can achieve high results. Thirdly, employee participation and goal setting should be voluntary, and this should also be clarified to them. Setting goals will not work if employees do not accept goals and suspect managers of deception.

Moral incentives for employees

Money, of course, is a powerful stimulus to work. However, it should be borne in mind that people are very different in their attitude to money, because of their susceptibility to this type of incentive. In addition, the biggest problem with regard to monetary promotion is that monetary motivation is inherently unsaturated, and people quickly become accustomed to a new, higher level of payment. The level of payment, which yesterday was motivated by him for high work efficiency, very soon becomes habitual and loses his motive power.

The management has a fairly wide range of non-material incentives. The practice of moral incentives is not new for our country. In the conditions of the socialist economy, it was quite widespread. Honors boards, alleys of labor glory, passing pennants to winners of socialist competition, organization of tourist trips for the best workers or the best labor collectives, production of special badges for veterans of labor, awarding of honorary diplomas, honoring the best workers, articles in large numbers and many other things - it was normal, universally accepted practice

Informing staff

Poor knowledge of employees about what is happening in the organization, about the prospect of solving the most important problems affecting their interests, not only worsens the psychological climate in the organization, reduces the level of their trust in management, but also has a negative impact on the labor motivation of the staff. Informing employees on a wide range of industrial and social issues related to work in the company is an effective tool to increase their job satisfaction and interest in the end results, and to develop a sense of ownership in the organization's affairs. In the work on staff information, the following tasks can be distinguished:
Providing employees with the information they need to successfully perform the assigned work (observance of deadlines, quality and volume of information provided, form of presentation).

Bringing to the workers the goals and objectives of the organization, the goals and objectives of the units in which they work.

Increase of employees' interest in solving the tasks assigned to them.

Formation of employees' sense of belonging to the work of the organization, willingness to share the goals, raising their willingness to contribute to the work of the company.

Improvement of the psychological climate in the team due to timely informing employees on the main circle of important issues for them.

Increase of readiness for cooperation of workers of different divisions in the process of solving common tasks.

Before starting to create a system for informing employees, it is necessary to answer four questions:

What information do different categories of staff need?

How often should this information be provided to the appropriate categories of staff?

What channels for the transfer of information can be used?

Who will be responsible for the work of information support staff:

at departmental level
at the senior management level?

Information dissemination channels

In any organization, a sufficiently large number of different channels for communicating information to employees, such as:

Weekly meetings held by the head of the organization.

Operational information from the heads of departments, which is issued to subordinates at meetings.

The board for ads, which contains information on the following sections:

information of a general nature that reflects the main directions of the organization's work, its staff policy (discipline, benefits, etc.), its achievements, etc .;

orders and orders for the organization;

personal information (congratulations, promotions and more).

Regular meetings of representatives of the management of the organization with employees of the departments, where employees are explained the policy conducted by the management, the problems that the management is currently solving, which are to be resolved in the near

future (do not confuse these "information" visits of units with workers' visits to the units by management representatives who have completely different purposes).

As a channel for communicating information, orders, orders and memos are also used.

Understanding that effective work on information support of personnel raises the level of labor motivation of employees gives to management another lever that allows increasing the return on the human resources of the organization.
Disciplinary action

The impact on motivation of work is usually linked to the formation of the desired behavior of employees and the achievement of the required level of productivity. However, managers often face the need to get rid of unwanted behavior and low (unacceptable) levels of productivity. In the organization in question, punishments and disciplinary measures are also used to reduce undesirable

Conclusion

The connection between a person and his work depends on various motivations - this is the motivation. They can be both internal and external. To the internal belong needs, interests, desires, aspirations, will, value orientations. To the outside - a variety of means of economic and moral impact, used not only by enterprises, but also by the state, public organizations to increase the labor activity of workers. The emergence and development of incentive forces is the essence of a complex process of motivating work.

Motivation can be of two types: short-term and long-term. Short-term motivation is aimed at the near future, it often undergoes changes. Long-term motivation is aimed at a long-term perspective, it can be unchanged throughout the life of a person, it is long-term motivation that contributes to the active work of a person. The ratio of employee motivation and employee incentive policy at the enterprise

predetermines mutual expectations, as well as how long and fruitful the relations between them will be.

A modern enterprise can not develop without effective motivational personnel systems, which must be constantly improved under the influence of economic and political conditions, so employers have to independently look for the most suitable and effective methods of organizing and encouraging labor. Any motivational system should provide a sufficiently high level of wages or other significant, incentive rewards. Investigating stimulating incentives, it can be concluded that the motivation systems operating in the enterprise are ineffective and not fully formed.

First of all, there is no formal document that affects all aspects of employee incentives, both tangible and intangible. There are such internal documents as a labor contract, internal regulations, job description and salary regulations, but none of them takes into account the system of motivation. Therefore, one of the proposals was the proposal to develop and approve a document regulating the system of motivation of the enterprise. This document is useful for employees of the department of work with personnel, accountants, managers of the enterprise and the employees themselves, who will clearly know what privileges and privileges they can claim.

A popular form of motivation is promotion, helping the employee to feel that he is valued as a professional. However, the increase is not the only possible variant of the motivation of a person who has stayed long in his place and who is already fed up with his work, it is still possible to rotate vertically. To diversify the activities of subordinates, he can organize a working group of employees of different departments to solve a particular problem.

This will allow them to switch to new questions and establish interaction with new people - with the benefit for the company. And if such a group influences the work of the head (for example, to make important decisions), then the employees entering into her will feel doubly motivated. However, it should be borne in mind that such a method works only if participation in the work of the group does not increase the employee's workload. Other principles can be identified in the classification of incentive forms, but these are of the greatest practical importance.

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