

Innovative methods of motivation of personnel of service enterprises

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The aim of the research is to elaborate innovative methods of motivation of personnel in service enterprises.

A well-motivated personnel is the key to the success of any enterprise. Looking at the work of the staff, a general picture of the work of the enterprise is immediately created in the mind of the consumer. And if the personnel is not sufficiently motivated to perform their work efficiently and productively, then the level of the enterprise in the market drops significantly.

Motivation of personnel is a very important factor in the efficiency of the work process. Motivation of personnel is a process that studies the needs of personnel, develops a set of tools that will help meet these needs, improve the quality of work and achieve the goals of the enterprise and personnel.

Motivation of personnel consists of a set of incentives that determine the behavior of a particular employee. Based on this, this is some kind of a set of actions for the manager, which is aimed at improving the working capacity of staff, as well as ways to involve qualified and talented specialists and keep them.

Motivation of personnel can be classified in this way:

- material;
- non-material.

Material motivation of personnel is the use of various material rewards to increase the involvement of employees in the work of the company [1].

Non-material motivation is a style of personnel management that uses various non-monetary incentives [2].

Material motivation has certain advantages. For example, this kind of motivation is easy to implement - the employer only needs to determine the goals for the achievement of which employees will receive remuneration. It is the most universal, since, regardless of their position, employees value more monetary incentives and the ability to dispose of the funds received [3].

There is also a competitive spirit of increasing labor efficiency: the employee does not want to spoil his reputation, as he understands that if the KPIs are not met, he will not receive remuneration. The advantages can also include opportunities for self-realization of each member of the team: when receiving an award, the employee understands that he did everything well and correctly.

But material motivation also undoubtedly has its drawbacks. For example, when using a bonus incentive system, the work of young specialists becomes underestimated. They perform worse at work and often cannot meet the established KPIs due to lack of experience. They, in turn, need a separate reward system. Also, additional costs are required to stimulate staff: the cost of bonuses plus an increase in the tax burden. Also, the disadvantage is a decrease in the effectiveness of team work, since most employees are interested only in their personal achievements. It should be noted that the disadvantage is that there are much fewer material methods of motivation than non-material ones.

In turn, non-material motivation of personnel has the following advantages: does not require large material costs; promotes team building, since it involves the use of corporate events, which has a good effect on the atmosphere in the organization and forms a sense of belonging to a common cause; complements the material motivation of employees, which ensures a decent level of development for the company as a whole.

The disadvantages of non-material motivation of personnel are: an average approach to each employee, since motivation is not universal and

cannot be applied in the same way to different companies and personnel; the importance of using moneyless motivation is not fully understood by the company's management team; does not take into account the originality and personal qualities of each employee, does not contribute to the cohesion of the organization's team.

It should be emphasized that the main motives that drive employees to work effectively at service enterprises are the safety and quality of the workplace, novelty, economy, as well as a sense of significance and satisfaction.

Personnel of service enterprises especially need to feel a sense of recognition from others, since it is this that is an indicator of their professional significance and an assessment of the efforts made.

The motivational mechanism of interaction between the enterprise and the personnel must constantly develop, since this is the key to preventing the appearance of demotivating factors. Each employee, first of all, goes to work to satisfy his own needs and requirements, and his desire to meet the needs of the enterprise depends on the level of motivation [4].

Innovative methods of motivation of personnel are provision of medical and social insurance to employees at the expense of the enterprise, training programs, corporate lunches, the opportunity to work on a flexible schedule, provision of housing for employees.

Thus, innovative methods of motivation of personnel are classified as follows:

1. Economic incentives of all types (salary in all its varieties, including contract, bonuses, benefits, insurance, interest-free loans, etc.). The success of their impact is determined by the extent to which the team understands the principles of the system, recognizes them as fair.
2. Enrichment of labor. This method is more related to non-material methods and means providing people with more promising work, significant independence in determining the mode of work, and

the use of resources. In many cases, wage growth is added to this, not to mention social status. It also enables the organization to hire qualified employees who are unwilling or unable to work full-time.

3. The system of participation currently exists in various forms: from the wide involvement of the team in decision-making on the most important problems and management to participation in ownership by acquiring shares in your own enterprise on favorable terms, which, in turn, allows you to establish a relationship between the future income of an employee and the corporate stock price - the most important indicator of the company's success. By participating in the acquisition plan, employees become directly interested in increasing their price, and, consequently, increasing the market value of the company, and associate their well-being in the long term with its prosperity. Options are a virtually free form of remuneration for the organization, as they provide an employee with the opportunity to purchase shares at a fixed price, rather than rewarding him with a free block of shares. Just as in the case of a bonus, options can have a stimulating effect on employee behavior if their material value is significant, i.e. is significant from his salary.

Motivation of personnel is important in every work area. But, of course, in the service sector, it plays a huge role, since the profitability of the company depends on well-motivated personnel. Therefore, it is necessary to understand and think about how to apply in practice the correct motivation, which will stimulate the staff to do their job efficiently and at the same time attract customers.

The development of innovations in the incentive system should be carried out on the basis of research on the existing system of personnel motivation, identifying its shortcomings and opportunities, as well as taking into account the requirements of recent trends and the specifics of the development of the enterprise.

Literature

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