

Improving the Personnel Motivation System in Service Activities Organizations



Smirnova, Z.V, Vaganova O. I., Sirotyk S. D., Sidorova D.G. Klyueva Ju. S., Chelnokova E.N, Mukhina M. V.

Abstract: *The problem of improving the system of motivation of personnel of service organizations is currently of particular relevance. In the current economic situation, issues of personnel motivation management are becoming especially relevant and require deep consideration. The article discloses the success of managing any socio-economic object, which depends on how effective the motivation system for people working within this object is. The decisive causative factor in the effectiveness of people's activities is their motivation. The article aims to develop recommendations for improving the system of motivation of personnel of service activities organizations. The analysis of the personnel management system, based on data held in organizations of service activities. The result of the practical application of proposals and recommendations in selected areas of improving the system of motivation of the personnel of the organization is determined.*

Keywords: *motivation of personnel, organization of service activities, economic efficiency, management system.*

I. INTRODUCTION

The problem of improving the personnel motivation system in service activities organizations is currently of particular relevance. In the current economic situation, issues of personnel motivation management are becoming especially relevant and require deep consideration. The success of managing any socio-economic object depends on how effective the motivation system for people working within this object is. The decisive causative factor in the effectiveness of people's activities is their motivation [2]. Motivation is the process of motivating employees to work to achieve the organization's goals. Motivation determines the behavior of workers.

The motive of behavior is a concrete explanation, justification of interest, as well as a subjective understanding a goal and a possible way to satisfy a need by a person, an internal explanation of the desire to act in a certain way. After all, interest can be general, and each person has their own motives for behavior. [1]. The main goal of the motivation process is to get the most out of the use of existing labor resources, which helps to increase the overall effectiveness and profitability of the enterprise. Besides, the most important feature of personnel management at the present stage is the growing role of the employee's personality [10]. Accordingly, the ratio of motives and needs that the system can rely on motivation. Today, both financial and non-financial methods of remuneration are used to motivate employees [11]. Thus, the relevance of the analysis and improvement of the personnel motivation system lies in the fact that there is a struggle for qualified personnel in the competitive market, and one of the competitive advantages is a system of motivation and incentives for employees. The higher the professionalism of the staff, which is expressed in knowledge, skills, ability to motivate themselves and subordinates, the more likely there is a competitive advantage of the enterprise in the market [4].

II. LITERATURE REVIEW

The theoretical and methodological basis of the study was the fundamentally scientific works and articles on personnel management and motivation and stimulation of staff work in periodicals of Russian and foreign scientists [5]. In this study, we used the scientific and methodological literature of domestic and foreign authors, as well as internal documentation of the studied service activities organizations. Among the authors, in whose writings the topic is well covered, the following can be noted: T. Yu. Bazarov, B.L. Eremin, V.R. Vesnin, L. Stout, A.P. Egorshin and A.Ya. Kibanov. General theoretical and practical aspects of the state and development of the personnel management system of labor motivation are reflected in the works: Batygina BS, Veresova NN, Vesnina VR, Vikhansky OS, Genkina BM, Devyatko I. F., Dyatlova V.V., Egorshina A.P., Zhuravleva P.V., Morozova A.V., Naumova A.I., Ogonesyan I.A., Odegova Yu.G., Ponomareva I.P. , Travina V.V., Utkina E.A. and etc. Despite certain achievements in the field of developing personnel management efficiency, the results of a study of the specifics of labor motivation for personnel of Russian enterprises do not yet fully meet modern requirements [7]. The most often motivating factors are the preservation of the workplace and the increase in remuneration. At the same time, the study of other motivating factors, such as management style, working conditions,

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* Correspondence Author

Smirnova, Z.V. *, Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation, Email: z.v.smirnova@mininuniver.ru

Vaganova O. I. Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation, Email: vaganova_o@rambler.ru

Sirotyk S. D. Federal State Budget Educational Institution of Higher Education «Togliatti State University» Email: sirotyk_sd@mail.ru

Sidorova D.G. Siberian Federal University Email: daria-sidorova@bk.ru

Klyueva Ju. S. Institute of Food Technology and Design - a branch of the Nizhny Novgorod State Medical University of Engineering and Economics University Email: juliya_klyueva@mail.ru

Chelnokova E.N. Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation Email: chelnokova_ea@mininuniver.ru

Mukhina M. V. Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation, Email: mariyamuhina@yandex.ru

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the specifics of the performed labor functions, career advancement, and the psychological climate have not been studied enough [9]. The material incentive systems used at many service enterprises are largely inconsistent with theoretical and practical ideas about a market economy, do not take into account the interests of labor subjects, have a simplified managerial character and do not contribute to the full realization of the employee's professional qualities, increase productivity, and, consequently, increase work efficiency enterprises [8].

III. METHODOLOGY

In our study, we analyzed the personnel management system., Analyzed the personnel motivation system of service activities organizations. To review motivation, we used an oral survey of employees of service organizations of the city of Nizhny Novgorod. The purpose of the survey: to find out the opinions of employees of the organization on issues of job satisfaction, remuneration and social relations [12]. The survey results were used to develop measures to improve the motivation system [13]. According to the results of the diagnosis of the personnel management system using the expert assessment method on a five-point system, it was found that the highest rating was given to performing the functions of service activities organizations: "Legal Services" -2.8. A rating of 2.73 was assigned to the Staff Planning function. "Staff development" was rated at 2.36 points. The Hiring and Dismissing Staff function received 2.35 points. "Personnel motivation" - 1.52 points. "Social benefits and payments" - 1.5 points. Experts have identified the most problematic places in the organization's personnel management system. Personnel motivation and social benefits and payments are important factors for the productive work of the team and the formation of a stable team. These factors affect the labor productivity and financial and economic results of enterprises [14].

According to the results of the study, ways to improve the system of motivation of personnel of service activities organizations were developed.

IV. ANALYSIS AND DISCUSSION

The object of the study to improve the personnel motivation system was the organization of service activities, such as trade organizations, fitness centers, beauty salons, social protection organizations, etc. According to these organizations, a survey of personnel involved in various fields of activity was conducted.

To identify problems in organizations of motivation, a survey of employees was conducted.

The purpose of this questionnaire is to study the degree of personnel satisfaction of organizations with the motivation system for their work.

67 employees of organizations took part in the survey. The analysis of the motivation system was carried out using a specially designed questionnaire.

It raised questions about the justice of remuneration of labor, attitudes towards social benefits, training opportunities, career opportunities, career opportunities.

39.6% consider the remuneration in the organization to be fair, for all other respondents the fairness of the payment is doubtful - about the same, 36.4% believe that it is not always

fair. A total of 14% estimate that wages are completely unfair, while 22% doubt Diagram 1.

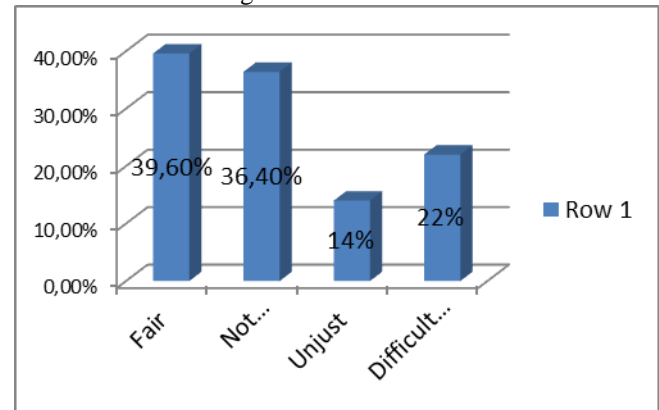


Diagram 1 - Pay Equity

Mostly, employees are satisfied with social benefits - 31% consider it to be quite sufficient, 37% - not exactly sufficient, did not receive - 18.3%, not satisfied with benefits - 13.7%.

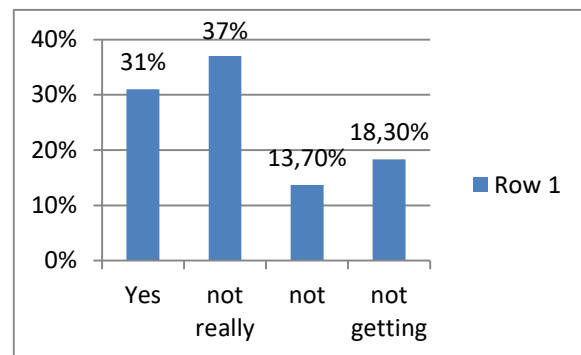


Diagram 2 - Attitude to social benefits provided in organizations

31% of the employees surveyed confirmed the possibility of training in service activity organizations. 36% noted that training opportunities are not available to all employees, 17% found it difficult to answer, and 16% answered no.

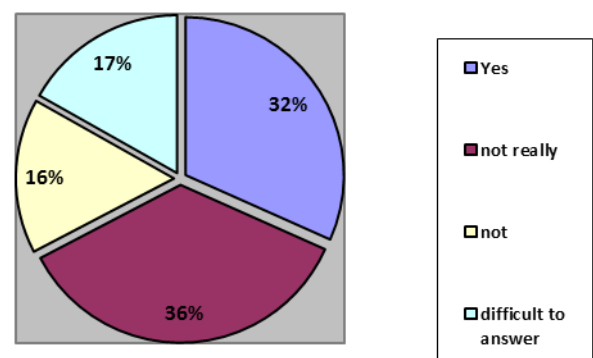


Diagram 3 - Learning Opportunities

Most respondents see the opportunity to partly or fully realize themselves as an individual in the organization (67%), 25% do not see this possibility at all, and 18% have not decided on this parameter. Only 24% are completely satisfied with career opportunities and 27% are not satisfied at all.

Between these two polar points of view are those who are satisfied with their career growth partially or fully, most of them - 64%. Diagram 4.

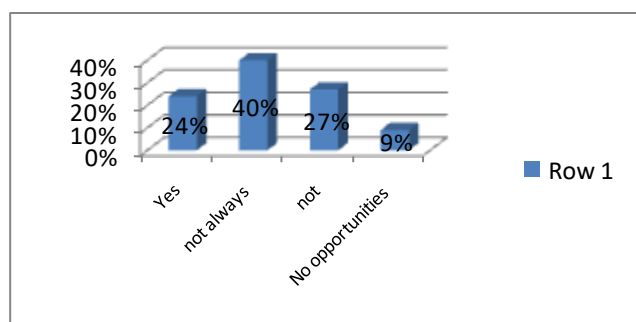


Diagram 4 - Career Opportunities

After conducting a survey of employees according to their level motivation, we can draw the following conclusions. The system of motivation and incentive prevailing in organizations needs improvement. Besides, intangible methods of motivation are not specific, are fragmented and depend on the director's desire to stimulate his employees [6]. It was revealed that the average salary of administrative and production personnel tends to increase. However, there is a big difference between the salaries of managers and other staff. The salary of administrative personnel in 2018 increased by 25.2%, production personnel - by 6.6%.

A survey of employees showed that 38% consider wages in the organization to be fair, only 30% consider social benefits to be quite sufficient. Career opportunities are completely satisfied with only 24%. employees.

Mostly, employees are satisfied with social benefits - 31% consider them to be quite sufficient, 37% - not quite sufficient, did not receive - 18.3%, are not satisfied with the benefits - 13.7%. 31% of the employees surveyed confirmed the ability to train in organizations. 36% noted that training opportunities are not available to all employees, 17% found it difficult to answer, and 16% answered no. Most respondents see the opportunity to partially or fully realize themselves as an individual in the organization (67%), 25% do not see this possibility at all, and 18% have not decided on this parameter. Only 24% are completely satisfied with career opportunities and 27% are not satisfied at all.

V. CONCLUSION

Based on the identified problems and features in the process of analyzing the personnel motivation system in service activity organizations, proposals have been developed to improve the remuneration system and non-monetary motivation. First, the methods of the economic motivation of personnel are recognized as ineffective. Secondly, an insufficient level of development of the organizational culture and social development of the organization is revealed.

The main goal of personnel management decisions is to provide organizations with professional and motivated personnel, to maintain a high level of personnel qualification, to create conditions for employees to work efficiently, to reduce staff turnover, and to strengthen motivation and incentive methods.

These measures include:

- establishing the dependence of the official position of the employee on his further training and retraining, including when deciding on the enrollment of the employee in the reserve for nomination;
- flexible systems of material incentives, the establishment of personal allowances in connection with the passage of advanced training and retraining;
- the introduction of one-time bonuses for solving complex and responsible management tasks;
- a system of social payments that provides the employee with the opportunity to improve their skills in specialized training centers, as well as participate in seminars and internships in other companies;
- a system of penalties in case of failure to comply with requirements for improving the professional level, which is reflected in a reduction in employee's personal allowances or demotion;
- providing the employee with additional social benefits (free days for self-education, creative holidays, etc.);
- the propaganda of employee achievements in solving the tasks facing the enterprise, including through visual agitation and mass media;
- inclusion of an employee in the reserve for promotion to a managerial position.

To increase the efficiency of employees, it is necessary to conduct training courses on customer service [3].

The motivational effect of the introduction of personnel motivation methods is that the earnings of employees of organizations depend both on their personal labor contribution to the results, attitude to work, and on the results of the financial and economic activities of the entire enterprise. Consequently, employees will better and more efficiently fulfill their immediate responsibilities, thereby improving the performance of the enterprise as a whole.

Based on the foregoing, we can conclude that the implementation of these measures will allow you to obtain the necessary economic effect and achieve the goals set for the organization, that is, all your efforts must be directed towards improving staff motivation.

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Russia, 445020, Samara region, Tolyatti, st. Belarussian, house 14
E-mail: sirotyk_sd@mail.ru
<https://orcid.org/0000-0003-4256-4982>

Sidorova Daria Gennadyevna, undergraduate Siberian Federal University 660041, Russia, Krasnoyarsk, Svobodny Ave., 79 SPIN-code: 9826-4818, Author ID: 643347 daria-sidorova@bk.ru ORCID identifier is 0000-0001-9183

Klyueva Julia Semenovna Institute of Food Technology and Design - a branch of the Nizhny Novgorod State Medical University of Engineering and Economics University Candidate of Economic Sciences, docent

Chelnokova Elena Nikolaevna, Candidate of Pedagogical Sciences, Associate Professor, Department of Innovative Management Technologies, Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation. Scientific interests: tutoring Education: BSPi (Byisk State Pedagogical Institute), Faculty of Philology, 1986. Professional development: Communications in management, Professional ethics and etiquette, an introduction to professional management activities Marketing services. Further training: Program "The use of ICT in professional activities". NGPU, 2016 Additional professional program "Innovative Management Technologies". NGPU them. K. Minina, 2018. Additional professional program "Pedagogy and Psychology of Potential Opportunities for Persons with Disabilities and Disabilities at the University". NGPU them. K. Minina, 2018.

Mukhina Maria Vadimovna, candidate of pedagogical sciences, associate professor of the department of service technologies and technological education, Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation. Scientific interests: development of the content of vocational training. The introduction of modern educational technologies in the educational process.

AUTHORS PROFILE

Smirnova Zhanna Venediktovna, candidate of pedagogical sciences, associate professor of the department of service technologies and technological education, Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation. Scientific interests: development of the content of vocational training. The introduction of modern educational technologies in the educational process. Education: Nizhny Novgorod State Pedagogical University, 2007 Professional development: project management and fundraising in the scientific and innovative and innovative activities of the university. Moscow, Russian State Social University 2012, Further training: the use of information and communication technologies in professional activities (Internet technology module for interactive interaction in e-learning), Nizhny Novgorod, 2018 Thesis: The preparation of a master of professional education in the structure of an engineering and pedagogical university

Vaganova Olga Igorevna, Candidate of Pedagogical Sciences, Associate Professor of the Department of Vocational Education and Management of Educational Institutions, Minin Nizhny Novgorod State Pedagogical University, Nizhny Novgorod, Russian Federation. Research Interests: Designing the content of vocational training. The implementation of modern educational technologies in the educational process. Education: Volga State Engineering and Pedagogical Institute, specialty "Vocational training", 2000. Professional development: Project management and fundraising in research and innovation and innovative activities of the university Moscow, Russian State Social University 2012, Advanced training: The use of information and communication technologies in professional activities (Internet technology module for interactive interaction in e-learning), Nizhny Novgorod, 2015 Theme of the dissertation research: Methods for estimating the amount of educational material to be memorized in the course of mathematics in secondary schools.

Sirotyk Svetlana Dmitrievna, Candidate of Pedagogical Sciences, Department of Undergraduate (Economic and Management Programs) Federal State Budget Educational Institution of Higher Education «Togliatti State University»

