

MAIN DIRECTIONS OF NON-MATERIAL MOTIVATION OF PERSONNEL**Maltiz V.V.***Zaporizhzhia National University
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The article is devoted to the study of the concept of intangible motivation, its basic principles and functions. In the paper, motivation was considered as one of the main functions of management, which is a relatively independent specialized and separate area of management activity. The main elements of the control function are defined in the article. The role of motivation was determined as a significant factor in socio-economic incentives for hired employees, a tool for stimulating effective interaction between the subjects of joint activity and ensuring high quality and honest fulfilment by members of the organization of their duties. The article describes the importance of motivation of personnel, as well as the essence and its functions. It was stated that the main methods of employee motivation are tangible and intangible. The difference between the material and intangible components of the motivation of the staff is described in the paper. The main types of intangible staff motivation are outlined in the article and the main differences between the three main types are outlined. One of the main reasons for the importance of intangible motivation is identified. Four leadership principles were explored in the implementation of non-monetary incentives. Intangible motivation, as a complex of social measures, and the importance of identifying the most effective tools for stimulating work that are the most appropriate for the employee's mentality, psychotypes and emotional state are considered. The article examines the psychotypes of employees and their characteristics. The main differences of psychotypes are considered because of the general description of character of personalities. The main motivating factors for each of the staff psychotypes were identified. The study identified the main factors of demotivation and motivation methods that are appropriate for psychotypes. The directions of intangible motivation of the personnel were researched and ten main directions of intangible motivation for the most effective and to be implemented are given. The concept of non-standard intangible work motivation is considered in the paper. The article covers non-standard and typical for our country, methods of non-monetary motivation and non-standard intangible motivation of work.

ОСНОВНІ НАПРЯМИ НЕМАТЕРІАЛЬНОЇ МОТИВАЦІЇ КАДРІВ**Малтиз В.В.***Запорізький національний університет
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мотивація, функції мотивації, грошова мотивація, нематеріальна мотивація кадрів, види мотивації, принципи керівництва, психотипи персоналу, не стандартні види нематеріальної мотивації.

Статтю присвячено дослідженню поняття нематеріальна мотивація, її основним принципам та функціям. Розглянуто мотивацію як одну з основних функцій управління, що є відносно самостійною спеціалізованою й відокремленою ділянкою управлінської діяльності. Визначено основні елементи функції управління та роль мотивації як вагомого чинника соціально-економічного заохочення найманих працівників, інструменту стимулювання до ефективної взаємодії суб'єктів спільної діяльності та забезпечення високоякісного й сумлінного виконання членами організації своїх обов'язків. Описано значущість мотивації кадрів, а також суть та її функції. Зазначено, що основними методами мотивації працівників є матеріальні та нематеріальні. Описано відмінність між матеріальною і нематеріальною складовою мотивації кадрів. Наведено головні види нематеріальної мотивації персоналу та основні відмінності між трьома основними видами. Виявлено одну з головних причин важливості нематеріальної мотивації. Досліджено чотири принципи керівництва при впровадженні негрошового заохочення кадрів. Розглянуто нематеріальну мотивацію як комплекс соціальних заходів, та важливість визначення найбільш ефективних інструментів стимулювання праці, що найбільше підходять під менталітет, психотипи та емоційний стан співробітника. У статті описано психотипи співробітників та їхні ознаки. Розглянуто основні відмінності психотипів через загальний опис характеру особистостей.

Визначено основні спонукальні фактори для кожного із психотипів персоналу. Під час дослідження визначено основні фактори демотивації та методи мотивації, що підходять психотипам. Досліджено напрямки нематеріальної мотивації кадрів та наведено десять основних напрямів нематеріальної мотивації для кадрів, що є найбільш ефективними та мають бути впровадженими. Розглянуто таке поняття, як нестандартна нематеріальна мотивація праці. Висвітлено нестандартні та нетипові для нашої країни методи грошової мотивації та нестандартної нематеріальної мотивації праці.

Statement of the problem

Today in Ukraine the problem of motivation is of great importance. The staff is the most complex and specific type of resources that an enterprise uses in its activities. The efficiency of the enterprise depends to a large extent on the efficiency of the staff. It is precisely because of the employee's interest in the results of his work in creating the proper working conditions that can be achieved by increasing productivity.

One of the main functions of management at the enterprise is the motivation itself. An enterprise can realize its potential for economic growth only under conditions of effective motivation. However, non-material motivation of personnel is very important at present, because in Ukraine this kind of promotion is not developed at the right level.

That is why the question of the direction of non-material motivation of the staff at the enterprise is relevant and predetermined the choice of the topic of research.

Analysis of recent studies and publications

In the analysis of non-material motivation of personnel, the term motivation and its impact on staff from the article F.S. Urmanova "Motivation – the main factor of the efficiency of managerial work" has been studied, and the article "Modern approaches to personnel motivation in management" I. V. Shulzhenko and T. O. Sazonova in detail describes what motivation methods should be applied in the ordinary management. In the study of the non-material factor in stimulating the work of personnel, the scientific results analysed in the writings of O.V. Tuzhilkina, V.V. Yukisha, A.O. Azarova, O.A. Kovalchuk, G.V. Ivanchenko, S.L. Ivanova and others, which mainly subjective assessments and recommendations for the situation in the field of management of labour resources of enterprises are presented.

Objectives of the article

The purpose of the work is to study the role of motivation and modern trends in the non-material motivation of hired labour as an important factor in improving labour productivity.

The main material of the research

Motivation is one of the management functions. In modern sense, the management function is a relatively independent specialized and isolated area of management activity. The main elements of the management function are the content – a list of actions carried out within this function; the implementation process is the logical sequence of actions implemented within the framework of the function of action aimed at its implementation; structure – formally interdependent actions that make up a function.

The function of motivation – one of the main functions of management – is to motivate the staff to effectively and conscientious activities to achieve the goals of the organization, that is, to determine the needs of staff, the development of remuneration systems for the work performed, the use of various forms of remuneration, the use of incentives for effective interaction between actors joint activities. The manager must understand that neither well-designed plans nor the perfect structure of the organization in themselves do not force people to work. The function of motivation is intended to ensure high-quality and conscientious fulfilment by members of the organization of their duties [1].

The main methods of motivating employees are material and non-material. Material motivation is aimed primarily at satisfying physiological needs. It includes wages, bonuses, bonuses and allowances. However, money is not the only and often not the most effective way of motivating employees. It is believed that intangible remuneration sometimes can affect noticeably and effectively. Intangible motivation is aimed at satisfying the psychological and social needs of man. Effectively, this motivation will only affect those people who have already satisfied their basic needs and are confident that they will be able to provide them, and the next stage for them is self-realization [2].

There are several classifications of types of non-material motivation. However, in the most general terms you can select:

- social;
- moral;
- psychological.

Social motivation is the need of workers in self-affirmation with their aspirations to occupy a certain social status, with the needs of a certain amount of power.

Moral motivation is related to the needs of the person in respect of the collective, in recognition of him as an employee, as a morally approved person. The main way of positive recognition is the words of gratitude, especially in the presence of colleagues. Other awards and valuable gifts can be used as an addition to them.

Psychological motivation is a comfortable climate in the team that provides normal communication, is an excellent stimulus to the employee's sense of satisfaction in work [3].

Before starting to develop a non-material motivational complex of personnel, the manager should know the four main principles of non-material motivation, since their simultaneous presence is the key to successful staffing (see Figure 1).

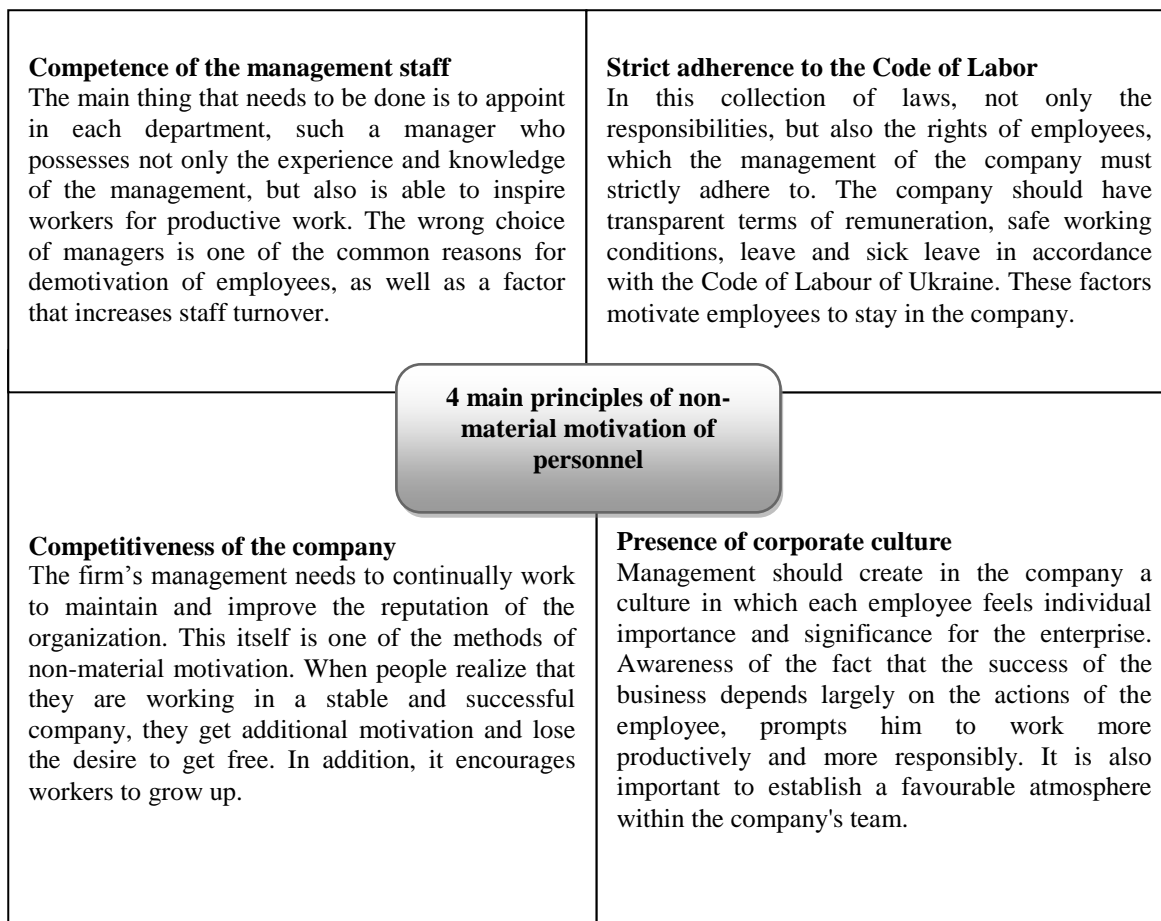


Fig. 1. Four main principles of non-material motivation of personnel

Intangible motivation is a complex of social measures designed for:

- increasing employee loyalty;
- improvement of working conditions;
- maintaining a healthy atmosphere;
- increasing the labour productivity;
- raising the corporate spirit of the team.

It is very important to identify the most effective tools for stimulating labour and to find out the basic methods of non-material motivation of the staff that are most

suited to the mentality, psychotypes and employee’s emotional state.

The psychotype of the employee is a very important factor in the choice of non-material motivation of the staff, because it is necessary to look for an individual approach for each employee by its nature and characteristics of labour. By socio-psychological abilities, it is possible to divide employees into five types (see Table 1).

Table 1 - Psychotypes of staff and their characteristics [1]

Psychotype	Character	Stimulating factors	Demotivating factors
Critic	Communication with colleagues is based on criticism and irony. In conversation uses complex phrases: “In essence...”, “objectively...”, “abstracting...”. Works well as controller and auditor.	- comfortable, calm psychological climate in the team; - approval of the superior; - performing verification functions.	- denial of employees; - lack of a friendly atmosphere.
Idealist	The complete opposite of “critic.” Good, non-conflictual and attentive to others. To avoid finding out the relationship is ready to agree with colleagues.	- ethics and humanity in the company; - recognition of the benefits of work; - participation in public events.	- unfriendliness; - absence of moral guidelines for the development of the organization.
Analyst	The best suited for an expert position, because thinks	- respectability, comfort of the working premises;	- an extra fuss in the organization;

	logically and attentively to every detail, as well at the meetings carefully listens to the speakers and makes notes	- real growth prospects; - possibility of advanced training; - participation in professional events.	- management of administrative type - emotional leadership in decision-making
Realist	Often deals with organizational issues, can make decisions. Relies on own experience and on existing prescriptions	- the principle of familyliness; - attraction to administrative actions; - attentive attitude to the issues of the physical condition of employees.	- lack of colleagues with a high level of qualification; - performance of minor functions.
Pragmatist	Takes an active part in the changes taking place in the company's life. An antithesis of the analyst, is characterized by high mobility and intolerance of long fees. Can quickly solve the problem with a sharp change in the situation.	- getting the result in a short time; - introduction of new projects or opening of branches; - delegation of authority to achieve the result in the fight against any difficulties.	- monotonous activity; - prolonged projects.

So, it is very important to remember that there are different methods of motivation and encouragement for each person, but we will isolate the basic methods of non-material motivation of the personnel.

We believe that the main areas of non-material motivation for personnel should be:

1. Personal public praise (Praise is an effective motivational tool that supports healthy enthusiasm and dedication to work, especially when your excellent work is announced throughout the team).
2. Healthy competition (Competition is the engine of progress and a great way to motivate the team. Competitions for the best employee of the month, collective contests, quests are very effective).
3. Career growth and prospects (If you cannot offer career growth for your employees, then you are unlikely to come with highly skilled, perspective and ambitious personnel).
4. Training, advanced training (Employee training is a very important method that, when properly deployed, can become a key factor in motivating and improving productivity. Individual, group, and collective training can be paid by both the company and the staff themselves).
5. Congratulations on important dates (This way of non-material motivation suggests that the benevolent attitude and elementary attention of the management to the staff can increase their loyalty to the organization at times. Small gifts in honour of the birthday, wedding, anniversary of the company's work, the New Year and other holidays is a commitment of staff).
6. Comfort and atmosphere at work (Creating comfortable conditions definitely requires financial expenses, but to improve the atmosphere is sometimes

quite pleasant little things-free coffee with a bun, a soft sofa in a cosy corner, a table for pin-pong, a yoga hall, a room for books).

7. Corporate spirit support (corporates, travel trips, sports events, traditional forms of non-material motivation, used by many companies to maintain a working atmosphere).

8. Flexible schedule is a non-standard motivation that prompts a person to perform tasks as quickly and efficiently as possible in order to gain more free time.

9. Extra weekends (To pay tribute to the worker for perfectly performed work in immaterial way, it is enough to give him an extra weekend with salary preservation).

10. Freedom of action (Give the employee more freedom to perform tasks, if this is not contrary to labour safety and social / personnel policies of the company, allow the employee to perform the task as he sees fit, as he sees it. Take into account the individual characteristics of the subordinates and let them sometimes get out of the established framework of the labour process).

In some companies, there are non-standard methods of non-material motivation. Non-standard, non-material labour motivation is a way to diversify already implemented methods and increase their effectiveness.

Practice shows that such original ways of stimulation work well:

1. Introduction of unusual names of positions and departments of the company.
2. Providing refreshments during season sales.
3. Weekend or vacation for staff with personal problems.
4. Supplement to wages through a lottery.

The examples of non-material motivation of employees are more than enough to enable you to develop a

productive strategy to stimulate the work of the staff. It is recommended to implement these methods cautiously and very gradually, combining them with material incentives and adequate punishments.

Conclusions

Thus, the motivation system will not be sufficiently effective if it is based solely on financial incentives and does not include intangible components. Caring for a healthy atmosphere within the team, creating comfortable working conditions and powerful social incentives is the priority task of management. It is clear that for each employee there is an individual scheme, because different people have different incentives and this requires taking into account many aspects, starting with

the characteristics of the nature of workers and ending with their aspirations for professional expression. One can conclude that the system of non-material motivation of staff is an effective option for increasing productivity, cohesion and loyalty of the labour collective. You can start with the implementation of methods that do not require large amounts of money, and then switch to more serious non-monetary incentives. Even using non-material methods of motivation can not only improve the efficiency of their work, but also minimize the material component of motivation that is especially relevant for our country, but most importantly, let's not forget about material motivation and fair demotivation.

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