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LABOUR MOTIVATION MANAGEMENT IN THE SERVICE ENTERPRISES

Abstract. Nowadays, the problem of applying modern systems of labor motivation is still not sufficiently investigated, this is especially important in the service enterpeises due to the big number of direct interactions between employees and the clients compared to other types of businesses. Labour motivation is a system of tools and ways that are used to create the motivational environment for the company. Different types of the rewards has different motivational features, conditions of efficiency and ways of application. Once rewards are no longer offered, interest in the activity is lost. The creation of an incentive system for rewards is mainly due to a number of organizational difficulties. That is why for each type of rewards and incentives a system of criteria and indicators is developed in such a way as to precisely regulate when and under what conditions they should be provided. Unbalanced, unfair system of material motivation leads to the waste of workers potential and financial possibilities of the service enterprises. Radical transformation of the mechanism of personnel motivation as one of the priority tasks of the economic strategy of the service enterprise is needed.

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Introduction. Motivation is one of the most important tools in the service enterprise personnel management system. The quality of motivation depends on:
- the productivity and efficiency of the staff;
- the formation and implementation of labor potential;
- the efficiency of the productional, financial and economical activities of the enterprise.

Given these characteristics, the concept of motivation, its factors, conditions and structural elements (needs, interests, motives, incentives, actions) are widely studied in scientific research, but due to the changing world such a motivation mechanism has to be overseen and overwrite with a new approaches.

Formation and realization of intellectual and personnel capital of service enterprises is determined by the effectiveness of management of personnel motivation. Nowadays, the question of applying modern systems of labor motivation with a balanced coverage of its economical, administrative and internal-psychological component, a combination of appropriate methods, tools and means at the stages of recruitment, performance and tasks, professional development, economical activity in the field of services are still not sufficiently investigated. This hinders the further development of enterprises
and the realization of their socio-economic opportunities in the system of developing potential and, accordingly, actualises the scientific and practical task of improving the labor motivation management.

**Literature review and the problem statement.** Many scientific researches has been paid to the problems of personnel management and motivation by G. J. Bolt, A. Laurent, R. Hill, G. Schroeder, M. Oklander, O. Gonchar, O. Grishnova, N. Yezinova, N. Mitsenko, G. Zavinovskaya, A. Kolota, R. Krapgam and others.

Modern approaches to the labor motivation were formed under the influence of motivation theories and accumulative world experience. Motivation theories are being divided on initial, content and process. To the initial theories applies «X» for F. Taylor, «X+Y» for D. McGregor and «Z» for W. Ouchi. The content theories study the needs of the employees, their connection with motivation, factors of influence on motivation (Maslow's hierarchy needs; D. McClelland's acquired needs; Alderfer’s ERG theory; Herzberg's motivation-hygiene theory). Instead, process theories of motivation consider the construction of motivation process and its directive (Vroom's expectancy theory; Skinner's reinforcement theory; Atkinson's theory of achievement motivation; Locke's goal-setting theory; Porter and Lawler model).

However, the peculiarities of the modern period of the service sector development, changes in approaches of personnel management necessitate the need to substantiate new effective methods of forming labor motivation managing system.

The task of the research paper is to anlyze current trends in the development of labor motivation, to determine the ways to improve the efficiency of the functioning management system, to define the parameters of the effectiveness of means of labor motivation management.

**Research results.** The main difference between highly effective, productive organizations and less effective ones usually is found in the motivation of its employees [Griffin 2017]. In general productivity is the relationship between resource input verses end product output [Robles et al. 2014]. Motivation is applied, as a rule, while establishing and developing the relationships between the manager and the subordinate. More specifically - as internal personal processes of inducing an employee to highly effective work and qualitatively fulfilling their own labor duties and obligations.

Let's give the definition of labor motivation. Labor motivation is a system of tools and ways that are used to create the motivational environment for the company in order to create appropriate external incentives, internal motives for highly effective personnel work, its development and implementation of intellectual potential, the implementation of functional responsibilities and tasks, the prevention of deviant behavior, which ensures the achievement of the goals and objectives of the operation and development of the enterprise.

Important and different from the usual aspects of the proposed definitions are:
- the vision of motivation as a management system, which involves an integrated approach to managing this important, often determining element of human resources management and the enterprise;
- the creation of a motivational field (a certain environment in the social and labor sphere that is diversified (material and non-material motivation, satisfaction of primary needs and needs of a higher level, the formation of a good climate in
the team and the availability of conditions for career growth, etc.) and constantly affects on subordinates);
- taking into account the influence of the process of motivation on both efficient and qualitative labor of personnel, and development of the enterprise;
- consideration of the influence of motivation on the quality satisfaction of consumer's needs, which is especially important in the sphere of services, as its carried out with the direct participation of the personnel, and significantly determines the level of quality, competitiveness and satisfaction of the services received by the client.

Therefore, each of the rewards has certain motivational features, conditions of efficiency and ways of application. Additional benefits can be granted regardless of the quantity and quality of work and the possibility of obtaining them for employees of the same level should be equal. As a rule, the incentive effect of these privileges is negligible. Nevertheless, in cases where such motivation tools are provided depending on the level of work activity, this form of reward is also capable of motivating. Actually, evaluation, eligibility and rewards are central elements of innovation, uncertainty avoidance, collectivism and performance orientation [Bullinger et al. 2009].

It is important to keep in mind the possibility of over-justification effect. It occurs when an expected external incentive such as money or prizes decreases a person’s intrinsic motivation to perform a task. Once rewards are no longer offered, interest in the activity is lost; prior intrinsic motivation does not return, and extrinsic rewards must be continuously offered as motivation to sustain the activity [Carlson 2009]. Even, sometimes-strong financial motivation impedes starting an operating business [Zanakis et al. 2012].

The creation of an incentive system for rewards is mainly due to a number of organizational difficulties. That is why for each type of rewards and incentives a system of criteria and indicators is developed in such a way as to precisely regulate when and under what conditions they should be provided.

Reward Management is concerned with the formulation and implementations of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. Reward Management consists of analysing and controlling employee remuneration, compensation and all of the other benefits for the employees. Reward management aims to create and efficiently operate a reward structure for an organization. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay and team reward [David 2015].

Payroll as a reward has a special place in the management system of enterprise development. In the situations, where managers and company provide the better system of compensation to employees, the level of employee’s satisfaction arises [Tobing 2016]. There are many differences regarding the motivational effectiveness of specific forms and wages, the feasibility of applying individual strategies for personnel management based on material motivation, the role of factors such as the subjective significance of the level of remuneration, the relationship between the labor contribution and its payment, the assessment of workers equity size wages, the degree of openness of information about its distribution in the organization.
In general, most motivational factors are in the form of economic rewards. The powerful motivation potential of wages, the diversity of forms and methods of monetary reward determines the richness of its capabilities, but each of the methods of material incentives has limitations and can only be effective under certain conditions. Furthermore, reward motivation can energize behavior [Flaherty et al. 1978]

Various forms and methods of material incentives have limitations and can only be effective under certain conditions. For the correct use of cash reward as a factor in general motivation, special knowledge is needed in this area.

Unbalanced, unfair system of material motivation leads to the waste of workers potential and financial possibilities of the enterprise [Riznyk 2017]. In addition, there is an impact of the degree of openness of information on the distribution of wages on the effectiveness of material incentives.

There could be different advantages of secrecy of the size of wages in the service enterprise. Some of them are, that part of the employees would like to keep their wages private and not to be compared by the other workers; different wages in alike situations could be perceived with different understanding with false or incorrect conclusions, which may create the feeling of injustice negatively affects motivation.

Keeping secrecy of payment in the service enterprises could provide managers with more freedom in salary management. In open politics, by contrast, the differentiation and salary distribution are minimized. The openness policy promotes communication and the formation of a climate of trust in the workforce. Instead, secrecy of salary allows hiding imperfections in its distribution.

To increase the motivation of employees, they must know in what criteria the management of the company determines their labor contribution and what rewards correspond to each level. With the secrecy, employees can make improper assumptions, reevaluate the salaries of their subordinates, equal to their colleague's status, and underestimate the payment of employees of managerial positions. This perception reduces the motivational opportunities that arise when establishing the relationship between remuneration and labor input.

However, no wage system can be continuously effective. There is a very close relationship between a particular situation and the optimal pay system for it.

In addition, in most cases, the employee refuses to double payment for overtime work on weekends or free time, choosing instead good working conditions, low labor intensity.

Therefore, in the context of the labor motivation, it is important to determine the prospects of promotion, taking into account personal interests. To create the most favorable working conditions, the method of eliminating negative factors is very important.

Some of these negative factors might injustice, dishonesty, etc. An authoritarian type of leadership generates negative factors. From the established relationship with the manager depends on a fair distribution of work tasks, providing interesting, creative work, material and moral rewards, promotion to promotion, etc.

In general, the key to success in combating negative factors is the manifestation of a fair approach to personnel, which leads itself in the involvement of management in the way of life of their employees. At the same time, the needs of employees should be the top priority among the company's priorities.
A unified approach is needed to establish the equal rights of all employees, regardless of their position, age and sex, which guarantees respect for the individual, the possibility of career development, the provision of work on abilities and talent, an open and fair assessment of the results and the corresponding remuneration.

Factors that trigger action can be both external and internal. They force an employee to act consciously or unknowingly. However, the connection between individual forces and human actions is mediated in a complex system of interactions.

Accordingly, workers react differently to the influence of identical factors with the same force. It depends from different factors. In addition, employees may act from fears they have about how they are perceived by others [Crocker et al. 2005].

For the personnel management also could be used disciplinary methods. These methods include such measures as reprimands, warnings, comments on false positives, reservations, deprivation of privileges, dismissals, and apply to employees who violate the employment regulations. Disciplinary methods involve corrective action of subordinate behavior.

The application of disciplinary motivational methods is limited to a number of factors:

- the compliance of the applied motivation method of the personality of the employee to which he relates;
- conformity of the method of stimulation motivation in a concrete working situation;
- the influence of a particular method of motivation to achieve the goals of the organization;
- time chosen for conducting the process of motivation by some or other methods.

From the above, it follows that a large number of principles, strategies and methods have been developed for effective motivation management. Each of the existing methods for motivating staff has its own application boundaries and focuses on specific types of motivation, specific conditions and categories of employees.

To some extent, internalized types of motivation, for example, acting from a sense of guilt, may result in short term adherence to a behavior, but such behavior may not be sustained [Ng et al. 2012]. So, below are listed necessary requirements for service enterprise, that has to be followed in order of getting long-term results:

- individual approach to different categories of workers;
- the differentiation of rewards;
- the working regime and design of jobs, the diversity of incentives and its correct usage;
- the involvement of employees in decision-making;
- the delegation of responsibility and authority;
- the existence of a connection between the execution of work and the amount of remuneration;
- the use of goals and feedback for the impact on the worker of a work group and social environment.

The most effective factor influencing the level and extent of implementation of the labor potential of the company is the use of various means of motivating staff, taking into account the results of their individual assessment [Mitsenko et al. 2016].
Involving different resources like flexible work schedules or so, are important to the employees. They feel more valued and stimulated and tend to be more dedicated to their work [Rofcanin, Las Heras, & Bakker 2017]. It is necessary to constantly carry out an analysis of the achievement of goals, to summarize the results, to make recommendations for the further implementation of the process of setting goals in accordance with the principles:

- each work must contain a sufficient number of elements that make it interesting;
- the tasks must be interrelated and interdependent; expanding the scope of work through preparatory or auxiliary operations;
- work must make a significant contribution to the usefulness of the product or service;
- routine operations can be performed using various technologies.

In such cases, the company’s ability to work more efficiently, including a wide range of skills that can provide more pleasure from work can be used.

**Conclusions.** Despite the general typology of methods, mechanisms, tools, methods and tools used to manage the personnel of enterprises in various spheres and types of economic activity, there are objectively features of the management of motivation in the service business. First of all, they relate to the specifics of social and labor relations, employment, conditions and working conditions directly at the enterprises of the industry, as well as the emphasis placed in shaping the policy of growth of innovation and ensuring business competitiveness. These factors determine both the characteristics of the functioning of enterprises and the management of their personnel, in particular, the motivation of labor.

Accordingly, the key subjects of motivation are:

- stimulating high quality and adhering to service standards;
- professional and intellectual development of personnel;
- satisfaction and passion for work; psychological motivation, spiritual and needs of employees in communication;
- active and effective communication with consumers;
- inter-sectoral mobility of staff; innovative activity of personnel, activity on implementation of author’s approaches, customer service;
- the ability to strategize and shape a business model of operation and development.

Specific tools should supplement traditional trends and types of motivation, namely:

- internal motivation - the introduction of institutional factors of motivation and dependence of the contribution of each employee to the results of work;
- the connection of the motivation and implementation of socially responsible behavior, the mission of enterprises;
- economic motivation - increasing the efficiency of the formation and use of labor potential; employment in integration projects;
- direct and indirect material remuneration for the support of innovative business development;
- administrative motivation - the development of partnership relations between the leadership and the subordinates; calibration of personnel;
- establishing of a system of liability and penalties for compliance with the standards of quality of business processes of service provision.
Radical transformation of the mechanism of personnel motivation as one of the priority tasks of the economic strategy of the enterprise, which requires a fundamentally new, non-standard, integrated approach that would allow mobilizing the moral potential of both each individual employee and the group of workers in the service business.

References

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