

## PERSONNEL MOTIVATION SYSTEM AND ITS OPTIMIZATION DURING THE COMPANY RESTRUCTURING

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**Keywords:** motivation system, wages, stimulation, payment, compensatory package, non-material motivation, requirement, reforming, personnel, compensatory policy.

The article deals with the base components of the motivation system: material and non-material stimulation; it sets out the primary issues of the system modernization within the company reforming process, defines the scope of the main tasks which should be settled during the reorganization and optimization of the personnel influence system, describes the main approaches used during motivation system implementation, its performance evaluation.

Problems of motivation in the companies with any type of ownership always were and will be the most burning issues whatever the social and political regime functions in a specific country or in the world community on the whole.

The urgency of the motivation issue is not questioned either by science or by practice as the accurate development of the effective motivation system influences not only the increase in the social and creative activity of an individual employee but the final results of the company activity as well.

Any head of a company knows that the willingness of employees to work productively with total efficiency is the most important for the long-term success in business. This is especially significant during the company restructuring. This depends on the fact that during the use of outdated approaches to labour stimulation the process of company restructuring directed at retaining its market position may turn to be a total failure.

Company modernization at the current stage of Russian economy is not an unexpected event. Each manager tries to ensure the most advantageous position of the organization entrusted to him by adjusting its operation to the market conditions. In most cases such actions have an unbeneficial effect on the company employees who are sometimes not ready for changes.

During the implementation of innovations and the transition to the new level of development such problems arise very often though they can be avoided if during the elaboration of the development system the human resources are not left aside. One of the main tools in managing human resources is the motivation system. Along with the main complex of managerial decisions it should be appropriately modernized.

Let us consider the main elements which are used during the elaboration of the motivation system and the way they can be modified following the development policy of the company.

One of the principal factors which ensure such results is the salary. The compensation plan in any organization should be directed at promoting all the qualities leading to effective labour and reaching strategic aims of the organization.

At the stage of reforming the company it is necessary to develop an effective compensation system oriented on the high level of compensation for the intensive and effective labour.

Many companies have the compensation plan focused on the final result, sometimes there is an increment in a form of a commission percentage. Often there are no clear and understandable principles of compensation policy. Therefore the company gradually loses its position in the market and its qualified personnel.

In the current context nonmaterial motivation factors play a significant role and often ensure much more effective influence on the employees' longing for labour performance enhancement, which is critical for the company reforming process.

The difficulty of the non-material motivation consists in the fact that its methods should be chosen individually for each employee as the labour motive of each person is based on absolutely unpredictable principles.

As a rule, moral demands of employees change very slowly with time and during the motivation system elaboration the management is prone to miss any motivation factors which require great material and emotional expenses from the manager. In case of possible transfor-

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mations in the company the situation should be changed radically.

An individual approach to each employee or a set of motivation tools drawn maximally closer to the demands of the majority should be developed. What is more, such transformations require the maximum effort from each employee.

During the implementation of any innovations each manager has to remember that far from each employee may be mentally and physically ready for changes. The stress caused by the abrupt transition to a new working system may fatally influence the employee's labour performance and health. Therefore the arrangement of areas for leisure and psychological relief will be useful for relieving the stress.

We should point out that the results of transition mostly depend on the degree of elaboration of the functioning system, its suitability for the personnel and the company development stage. If the motivation system is in a state of neglect it should not be modernized or reformed, but newly developed. In order to avoid such situations an approach of step-by-step system reforming can be suggested whatever the coming changes are within the company.

Due to many factors typical of the particular organization, a moment of time is set which is the most suitable for the reorganization of the personnel motivation system. The analysis of the existing approaches to the motivation system arrangement has shown that despite such variety the approaches are used more often: system approach, analog approach, similarity method, responding method and analytical method.

Prior to the modernization it is necessary to analyse the current motivation system. The result of analysis can be the development of the motivation policy including the determination of the ways of motivation for individual employees.

When analysing the performance of the motivation system, the multiple factor analysis can

be used, and the average evaluations of the main current elements of the motivation system are selected.

In order to conduct a high quality analysis of the significance of the selected components of the motivation system the expert evaluation method can be used. The result of the analysis is the comparison of the obtained results of the questionnaire with the current system and its modernization in accordance with the obtained results.

To sum up, the following should be pointed out. The world practice of motivation studies has produced many theories determining the demands and motives of the human activity. These theories retain their significance even nowadays except for the fact that they are used in complex but not separately. A reasonable approach to the personnel management and motivation system arrangement which will help to reach, thanks to the personnel, the aim maximally complying with the demands of the organization is the main task for any manager at any level of the organizational hierarchy.

During the reorganization and transformation of the company this task becomes especially important; there should be definite ways to restructure the motivation system to ensure the painless transfer from one working system to another. For this the degree of satisfaction with the labour conditions should be evaluated regularly, the mistakes and miscalculations, new demands should be discovered, and then the personnel motivation system should be transformed in accordance with the results and possibilities of the company.

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*Received for publication on 28.04.2009*