
Motivation as Factor of Improving Efficiency of Trade Company Operations

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Abstract:

The modern stage of development of organizations is characterized by ever growing role of the personalities of the employees. Given the intensified competitive struggle, the companies should become more client-oriented. Thereat, motivation is directly associated with the staff performance indicators.

The key element in the company's operations is represented by the development of the efficient motivation system. The study considers the factors affecting motivation behavior of the employees. The effects produced by different motivation factors on the personnel in the trade company have been investigated and the recommendations have been formulated to improve the staff motivation efficiency in the company.

Keywords: motivation, labor, employee, management, efficiency.

JEL Classification: L20, M12, M50, M 54, D2.

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1. Introduction

In the context of the current development of the economy it is now very important for the society that the companies should possess capabilities to effectively position and develop their advantages under the conditions of global competitive struggle (Gukalova, 2015; Thalassinos, 2007) thereat, operational efficiency is largely predetermined not only by economic potential of productive systems, but also by the use of the modern concepts of business management, by the application of business optimization methods (Velichko, Goncharova, Zabolotskaya, 2012).

The experts note that one of the key elements of any successful business is represented by the capability of an organization to engage, to retain and to develop talented employees (Osabiya, 2015), to increase its intellectual capital. Under the conditions of globalization of the economy the mobility of human resources increases, and organizations have to search for the ways to maintain and to improve the efficiency of staff performance, to boost their corporate image and to fulfill their corporate objectives (Cetin, 2013). In this context the issue of investing not only in production and management, but in human capital as well is now of actual importance (Balynskaya, Sinitsina, Kuznetsova, Nazarova, 2015; Sibirskaya *et al.*, 2015; Medvedeva *et al.*, 2016).

Within the framework of modern competitive struggle each organization wants to attain advantages over its competitors. However, this could not be achieved without proper involvement of the staff, without the application of different methods of human resource and motivation management (Sekhar, C., Patwardhan, M. and Singh, R.K. 2013; Giannarakis, 2016; Breckova, 2016).

The changes in the market environment affect human resource management and stipulate its strategic significance in the success of a company. The intensified competitive struggle makes companies become more flexible and client-oriented to achieve the long-term sustainable success. Motivation development becomes one of the strategies to fulfill higher objectives of an organization.

To reach prosperity, organizations develop different competitive strategies to improve their operational efficiency (Chukwuma, 2014). Thereat, it is usually noted that motivation strategy is based on the overall strategy of the company and constitutes a part of the human resource management strategy (Balynskaya, Kuznetsova and Sinitsyna, 2015; Garanina, Gonin and Goncharenko, 2010; Pociovalisteanu, 2015; Pociovalisteanu *et al.*, 2010).

Motivated staff is the company's most important asset capable of creating new values (making use of one's creative abilities and professional skills) that affect the success and the competitive power of the organization thus predetermining the strategic significance of human resource management for the company (Balynskaya, *et al.*, 2014; Bondarenko, *et al.*, 2017; Epifanova, *et al.*, 2015; Seniwoliba and

Nchorbono, 2013). Each organization is interested in attaining sustainably high performance indicators by virtue of its human resources and, in the first place, by virtue of improving its labor efficiency (Ngima and Kyongo, 2013; Rong, 2015; Zameer, Ali, Nisar and Amir, 2014; Aghajeri and Aghajeri, 2013; Firescu and Popescu, 2015).

According to earlier studies including the works of Hashim Zameer, Shehzad Ali, Waqar Nisar, Muhammad Amir (2014), motivation affects human resources, and thus the company should motivate the employees for better fulfillment of their tasks or for the fulfillment of the company's objectives and for improving the labor efficiency. At the same time, motivation is a principal tool for reducing the staff turnover rate. The lack of adequate (effective) motivation of human behavior results in failure to fulfill the targets and objectives of the company and thus in poor operational efficiency (Vnuchkova and Klupakova, 2013).

Current importance of the investigation of the issue of motivation has never been doubted by science and practice, inasmuch as the precisely developed and efficient motivation system does not only stimulate social and creative activities of the employees, but it also predetermines the final results of the operations of the companies of different forms of ownership. Paramount significance of motivation turns it into the focal point of any economic system and makes it one of the ways out of the crisis for the company represented by the measures to improve its staff motivation. This fact predetermines the current importance of the subject matter.

Practical importance of the investigation is represented by the studies of motivation processes run within trade organizations and by the suggested recommendations on improving staff motivation in business environment. Improved motivation affects the achievement of the key objectives of the company in general. Therefore, it is very important that the management of the company should carefully select the optimal set of motivators. The employees are a strategic factor of success in any organization; and, given this assumption, it has to be noted that staff motivation should become an integral part of the tasks fulfilled by the management of the company. In this context motivation of the productive behavior of the employees aimed to attain the final success of the company's operations is one of currently important and promising tasks of human resource management in the course of competitive struggle. The management of the company has to undertake proactive steps in order to take into account all the factors that affect motivation behavior of the employees.

2. Literature Review

Personnel management in an organization includes such motivation component elements as human resource management policy, corporate culture, relations and values in the team, social and psychological aspects of management. Neither theory nor practices of management have a universal model of motivation activity that

would meet all multiple requirements.

Today, new forms of managing the purposeful activity of humans are intensively searched for. This process is based, on the one hand, on the analysis and on reevaluation of the established ideas about the human motives for labor, and, on the other hand, it is founded on scientific studies of both domestic and foreign experts in the area of labor motivation (Balynskaya, Kuznetsova and Sinitsyna, 2015). Thereat, the majority of researchers note that one of the reasons for the negative trends in the stability of companies' operations is represented by the insufficiently developed poorly customized and badly balanced motivation mechanism (motivation system) focused on staff development and on improving its competitive power.

The notions of "motivation" and "motivation mechanism" are the cornerstone ideas that characterize the drivers of human behavior and activities. There are different approaches to interpreting the notion of "motivation". On the one hand, motivation is a complex of stable internal personal formations (motives) that instigate man toward some certain behavior, activity. On the other hand, motivation is a dynamic formation, a process, a mechanism for formulating and implementing the motives. From yet another perspective motivation is defined as a system of actions aimed to activate the motives of a particular person. Besides, motivation can also be considered as an active "filter" that predetermines the expressly selective reactions of an organism toward those excitants of external environment that either facilitate or hamper the satisfaction of the need that makes the foundation of the process of motivation (Kibanov, Batkayeva and Mitrofanova, 2013; Havlíček *et al.*, 2013).

Klarner, Treffers and Picot (2013) consider motivation to be a psychological process subject both to direct action and to the interaction between people and their environment. This opinion is shared by other scientists such as Gassenheimer, Siguawand and Hunter (2013) who perceives motivation as "a combination of psychological processes that reaches its apex in the desire of an employee and in the intention to behave in some certain manner".

However, it will be safe to say that motivation is a complex notion that reflects all the points of view mentioned above. Motivation represents a process of inciting the workers for active labor to satisfy their own needs and interests combined with the fulfillment of the company's objectives (Aseyev, 2012). According to Podosinnikov, Kuleshov and Zheleznyakov (2015), motivation is an internal need transformed into the stimulating reason for actions and behavior of man under some certain circumstances. To make human behavior successful, it is necessary that his internal state, his external conditions and his practical actions should be consistent with each other.

The authors most often interpret motivation as an aggregate of internal and external drivers that incite man's activity, that predetermine its shapes and limits, that set clear focus on the achievement of fixed objectives. The evolution of different

approaches to studying motivation revealed both positive and negative aspects of their application, inasmuch as neither theory nor practices of management have any universal “ideal” model of motivation activity.

The structure of motivation consists of needs, ambitions, stimuli, motives, mindsets, evaluations. Depending on these constituents (motivation dominants) a person develops certain type of behavior relative to that or another stimulus, need, expectation, and ambition. In the context of labor activity this can be described as an aspiration of an employee to satisfy his needs for some goods by means of the activities focused on the fulfillment of the company’s objectives.

The interrelation between stimulation and motivation is only possible (and it produces the greatest synergetic effect) when the stimuli and the motives in terms of their intensity, time and contents meet the requirements prerequisite for overcoming the staff indifference threshold. Here the management of the company has to apply various tools to motivate and to stimulate the employees, because even the most perfect technologies, the most favorable external and internal conditions will fail to ensure sufficient operational efficiency of the company if the personnel are not motivated to achieve the key objectives of the company.

According to the studies of Meskon, Albert and Hedowry (2012), an employee is motivated and, consequently, interested when there has been created a situation in which he, while fulfilling the general tasks of the company, simultaneously satisfies his personal needs consciously selecting some certain type of behavior. Generally, people try to repeat the behavior that is associated with the satisfaction of their need.

Other researchers including Sekhar, Patwardhan and Singh (2013) highlight that motivation is directly connected to an individual employee’s performance indicators simultaneously coming forth as a catalyst for improving the activities of individual employees in the course of their fulfillment of the set tasks and also for improving the labor efficiency in the organization in general. The company operates due to the people it employs, and, as a consequence, each employee makes his own contribution into the process of reaching the ultimate target of the organization. This makes the essence of the responsibility that is associated with human resource management in the process of motivating the staff for improving the company’s efficiency.

Thereat, the authors of this study share the opinion of Yamamoto (2013), namely, that if the employees are rewarded for good work, their performance will improve. The majority of researchers and investigators who studied the problem of motivation share the opinion that job satisfaction and motivation are not the same things, although the processes are interconnected. The foundations of these processes could be made of different factors that become evident depending on particular situations. Employees prefer to do the work that gives them the possibility to apply their skills and abilities to a larger extent and also the work that provides them with larger

freedom of activities. Several studies note that the organizations that are not focused on engaging and retaining talented employees can find themselves in a desperate position while their competitors will acquire advantages in terms of strategic human resource management.

Some researchers including Parvin and Kabir (2015) believe that the degree of job satisfaction is often predetermined by the results meeting or exceeding the expectations of the employees. Consequently, well-organized working environment and good working conditions can improve employees' job satisfaction which will result in higher labor efficiency. This assumption has been confirmed in the works belonging to Jung and Kim (2012) that highlight that the well-organized working environment and good (favorable) working conditions help improve the employees' job satisfaction and their loyalty toward the organization.

Unsatisfactory working conditions will only produce negative effects on individual employee performance and on the efficiency of the company's operations in general which can be illustrated by the maxim: "a happy worker is an efficient worker". Several scientists such as Meskon, Albert and Hedowry (2012) note that the jobs featuring more complex tasks and demanding greater responsibility produce positive motivation effects on the employees in the organization.

According to Vroom Victor H. (1964) the employees can achieve the level of performance which is required for obtaining valuable reward if the level of authority delegated to them and their professional skills are sufficient for fulfilling the set task. The management of the organization should correlate the suggested reward with the needs of the employees and make them consistent; the managers should formulate high but realistic levels of the results they expect from their subordinates and persuade them that those results can be achieved if the employees undertake proper efforts.

Other researchers including Osterloh, M., Frey, B. and Frost, J. (2001) distinguish two types of motivation of the employees in the organization: external motivation that acts through indirect satisfaction of the workers' needs, and, most importantly, through monetary reward, remuneration, and also internal motivation that works through satisfying the immediate needs and which is based on either pleasure or obligation. External interference through remuneration can enhance the internal motivation. Therefore, motivation should be managed in such a way that the internal motivation should not be completely replaced by the external remuneration. All types of motivation are mutually interdependent and ignoring one of the types may result in negative phenomena in the behavior of the employees thus deteriorating the efficiency of the company's operations in general.

Upon analyzing the principle trends in American and Japanese approaches to motivation development the scientists Kobersy, Khasiyeva, Yakhina, Ignatyeva, Goloshchapova, Shkurkin and Sadykova (2016) have formulated a common

component of the modern universal approach to labor motivation that includes the following:

- Long-term relations with employees.
- Continuous education and self-education of the employees (implementation of the concept “life-long education”).
- Wider involvement of the employees in the management processes at all levels.

This universal approach can also be applied to the management system of a trade company. Initially, human resource managers in the trade companies should set the specific tasks to be resolved by the motivation system. Thereat, the priority tasks should be as listed below:

- managing labor motivation of the employees in the company;
- improving individual and team performance of the employees by means of developing and implementing the motivation mechanism;
- establishing direct correlation between employees’ remuneration and other benefits and the achievement of concrete production and creative results;
- engaging and retaining initiative and competent employees the company needs;
- positioning the company as “the best employer”.

While establishing the motivation system in a retail enterprise it is necessary to ensure that this system should be simple and easily understood, transparent and public, that it should take into account the performance results and the skills of the employees as objectively as possible, and also that it should be adopted and approved by a collective board. The established motivation system should possess such attributes as follows:

- incentives should be associated with different types of resources that are available in the trade company’s management system;
- consistent, sustainable cause and effect connections between the motives and incentives of sales personnel activities;
- stability and sustainability of motivation complexes; possibility to upgrade them based on the changed priorities in terms of motives and incentives;
- capability to autonomously reconcile the contradictions between the motives of the activities of the employees and also between the motives and the incentives for the activities.

Practice proves that only when these rules are respected the personnel of the trade company can be sure that each employee has the possibility to control (and in some cases to calculate independently) the results of his/her activities.

The most common mistake in developing the motivation system is represented by

the belief that it can be created “once and for all times”. The system of motivation should not be perceived as a petrified monument; rather it should be developed, similar to any living organism, and, as it “grows”, it has to be altered and modified. That is exactly why in many trade companies the motivation systems are revised annually. While improving the process of motivation system development the management of the trade company should take into account the mistakes made earlier, as well as the changes that occurred in the internal and external environment of the company and general dynamics of its development.

The authors of this study believe that the effective staff motivation system in a trade company should include a complex of measures that ensure clear and transparent connections between the activities of an employee and the legitimately fixed results of the company in general. According to Samoukina (2014), staff motivation system is a complex of measures that stimulate the employees not only for the job they are paid for, but, in the first place, for particular diligence and for the active wish to work for this particular organization, for attaining high results of one’s own activities. Vetluzhskikh (2013) notes that one of the criteria of the efficiency of the motivation system is represented by its effects on the achievement of the strategic objectives of the organization.

Thereat, the management of the trade company should ensure continuous diagnostics of the efficiency of and employee satisfaction with this motivation system. The authors of this study believe that such diagnostics of the motivation system have to perform the functions as follows: first, it should evaluate the effects produced by the current motivation system on the financial results of the company; second, it should study the attitudes of the employees toward the adopted system of material and non-material incentives in the company; third, it has to determine whether it is completely understood by the employees; fourth, it should discover its advantages and disadvantages; fifth, the recommendations have to be developed to improve the system of motivation in the company.

Managing motivation and stimulating the staff of the organization one has to take into account the duration of the cooperation between the organization and the employee. Given the objectives of the organization and the targets of the managers and employees, one has to create the relationships that would meet the requirements of all the separates. For these purposes the relevant incentives are applied, and the workers are guided by personal motives that stimulate their labor activity which meets their expectations (Korzenko and Timakova, 2015).

The authors of this study share the opinion of Kogdin, (2012) namely, that the employer manages motivation and provides incentives for the employees in order to achieve economic efficiency of the organization, in order to attain some certain, primarily financial, results. Meanwhile, the employee perceives the objectives of motivation and incentives as the acquisition of some certain social goods that he considers meaningful. It has to be noted that the methods of stimulation directly

affect staff motivation. The motivation method that suits an individual employee best produces the greatest effect on the motivation of this employee. Therefore, the managers have to study their personnel in order to ensure favorable working conditions which, in the long run, will result in even greater productive performance.

3. Methods of Investigation

The review of contemporary methods of evaluating staff motivation in modern organizations showed that up to now there has never been a common opinion as regards the tools for the evaluation; moreover, not every method and methodology can be deemed acceptable for the purpose. Investigation of motivation represents a prerequisite element of assessing the operations of an organization and of the development of the ways to boost its economic efficiency, inasmuch as the results of such investigation would help the management obtain the answers to a number of principal questions:

- 1) What is the level of staff motivation and which needs predetermine the productive behavior of the employees in the organization?
- 2) Which factors affect motivation behavior of an individual employee and the labor in the organization in general?
- 3) What problems of motivation hamper the improvement of the efficiency of the organization?
- 4) How can this help the organization develop the measures to improve staff motivation and to strengthen the competitive standing of the company in its business environment?

Notwithstanding the great variety of the theories of motivation, only some of them suggest quantitative evaluation of motivation of labor behavior. Thereat, the measurement and analysis of motivation are the very factors that predetermine the quality and efficiency of an organization.

In this study the authors apply both traditional methods of empirical investigations (observation, description, comparison and measurement and special methodologies of evaluating staff motivation and needs of the employees in the organization. Within the framework of this study the authors make use of the tools applied to sociological and statistical investigations, short of which it would be impossible to present social opinions on the most important issues and problems in the sphere of motivation of labor behavior of the employees. Selecting the tools for the evaluation it should be remembered that the problem of evaluating the level of motivation of the employees in the trade company as well as the problem of its management is a category which is dynamic and complex, the one that expresses the functional result of the application of multiple motivation factors that affect the productive behavior of the employees at different levels of managerial hierarchy.

4. Results

4.1. Results of Studying Motivation at CJSC “Svyaznoy Logistics”

Success in any business can be traced by studying the motivation processes run within the organization. The authors of this study will investigate the effects produced by the motivation factors on the activities of the organization exemplified by a trade enterprise “Svyaznoy Logistics”, a branch office located in Magnitogorsk (hereinafter referred to as CJSC “Svyaznoy Logistics”) that consists of 17 sales outlets of the company across the city. The investigation covered 150 employees of this company who were conventionally divided into two categories: 1) branch and sales outlet managers; 2) sales personnel: sales managers (financial and non-financial products). The objective of the investigation is to establish the effects of a number of motivation factors on the company’s human resource management system.

The results of the majority of both international and Russian investigations prove the current importance of the theories of A. Maslow and F. Herzberg applied for determining the set of the key motivation factors affecting the productive behavior of a separate employee as well as the results of organization’s activities in general. Using Herzberg’s test methods to identify the degree of satisfaction (or dissatisfaction) of the employees with their work conditions in the company under investigation the following results have been obtained (Table 1-2, Figure 1).

Table 1. Results of F. Herzberg’s test for managerial staff of CJSC “Svyaznoy Logistics”

Factors	Value	Importance of factor*
Hygienic (external) factors		
A - financial reasons	24	Bright
B - public acceptance	18	Average
D - relationship with leadership	19	Average
H – cooperation in a team	12	Average
Total	73	Average
Motivators (internal factors)		
C – work responsibility	12	Average
E – career, advance in rank	19	Average
F – achieving personal success	21	Average
G – work content	15	Average
Total	67	Average

*Factor significance:

0-11 points –weakly expressed significance of the factor

12-23 points –moderately expressed significance of the factor

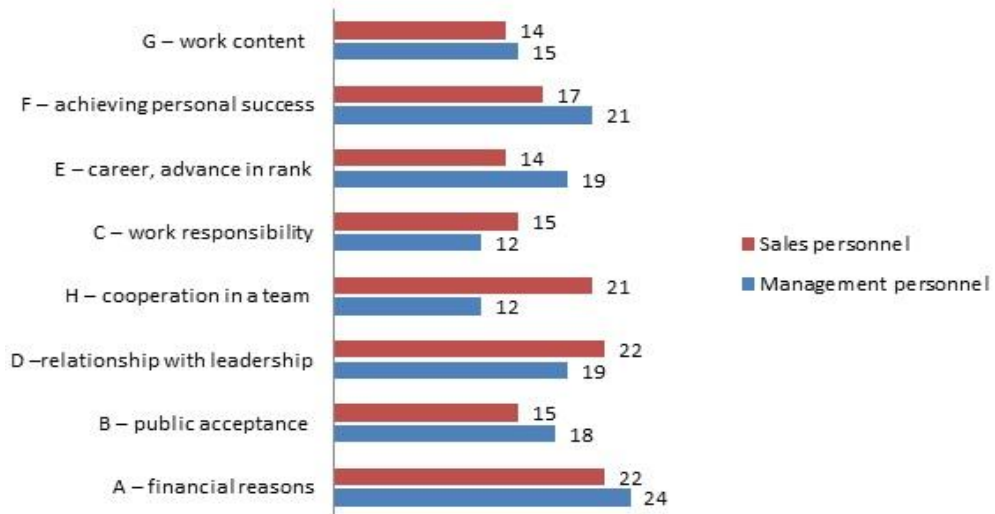
24-35 points –strongly expressed significance of the factor

Table 2. Results of F. Herzberg's test for sales personnel of CJSC "Svyaznoy Logistics"

Factors	Value	Sales personnel
Hygienic (external) factors		
A - financial reasons	22	Average
B - public acceptance	15	Average
D - relationship with leadership	22	Average
H - cooperation in a team	21	Average
Total	80	Average
Motivators (internal factors)		
C - work responsibility	15	Average
E - career, advance in rank	14	Average
F - achieving personal success	17	Average
G - work content	14	Average
Total	60	Average

The answers of the respondents enable a conclusion that among the employees of CJSC "Svyaznoy Logistics" the category of hygiene (external) factors prevail; thereat, the leading positions are held by Group A, i.e. financial motives and by Group D, i.e. relations with management. At the same time, it should be noted that hygiene factors mostly prevail among the sales personnel accounting for 80 points versus 46 points of the motivator group. In all, both categories feature moderately expressed factors.

Figure 1. Results by the scales of F. Herzberg's motivation test



Based on the data presented in Tables 1 and 2 the authors build the motivation profile diagrams that characterize the behavior of managerial and sales personnel of the company under investigation (Figures 2, 3).

Figure 2. Managerial staff motivation profile

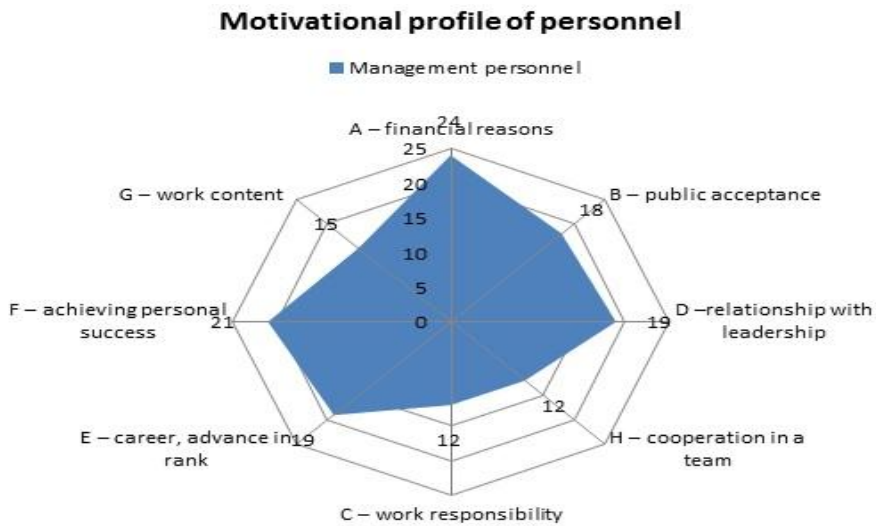
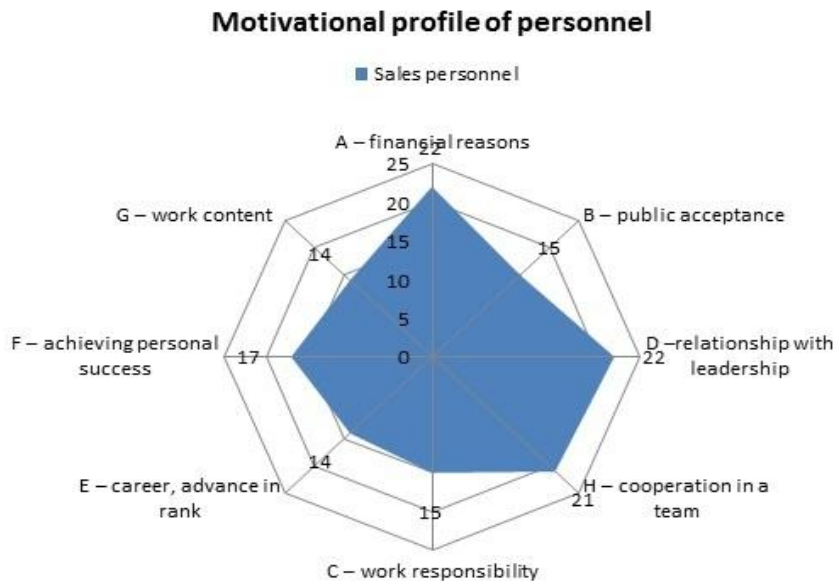


Figure 3. Sales personnel motivation profile



The results of studying the motivation environment and motivation profile made it possible to determine the degree of significance of the motivation factors for the employees of the company under study in terms of improving the efficiency of the company’s business operations (Table 3).

Table 3. Motivation factor evaluation in CJSC “Svyaznoy Logistics” (%)

Motivational factors		Importance of factors of:	
		Management personnel	Sales personnel
1	Desire to obtain material remuneration	77.78	81.82
2	The need for safety in the working environment and social comfort	66.67	65.91
3	The need for good relations with colleagues	50.00	50.00
4	The need for respect on the part of a manager	61.11	40.15
5	Desire for promotion	83.33	32.57
6	Desire to avoid responsibility	11.11	24.24
7	Desire to prove oneself	55.56	15.91
8	The need for public awareness of the importance of their work	88.89	6.06
9	The need to be satisfied with a well done job	88.89	9.85
10	Desire to be creative at work	55.56	8.33

While investigating the motivation processes at CJSC “Svyaznoy Logistics” in Magnitogorsk it was discovered that material incentives proved to be among the principal motives of the sales personnel (sales managers) accounting for 81.82 % of votes; and for the managerial staff (managers) the most important incentives were represented by the need to achieve satisfaction with a job well done, by the need to perceive social significance of one’s own labor, and also by the ambitions to get promoted in one’s career 88.89 % and 83.33 % respectively (in the context of fulfilling the targets of this particular sales outlet).

The second significant motivation attribute for the staff is represented by the need for safe working conditions and social comfort in the team (66.67 and 65.91 %). The need for good relationships with colleagues is characteristic for both categories of the personnel, and the need for respect of the managers is more strongly expressed among the managerial staff (61.11 % of the respondents). The wish to escape responsibility is mostly observed among 25 % of the sales personnel.

Fifty six per cent of the respondents among the managerial staff reveal the willingness to display creativity in their work, the wish to implement new innovative ideas. The investigation of personnel motivation at CJSC “Svyaznoy Logistics” in Magnitogorsk enabled a number of conclusions.

One of the negative aspects that deteriorate the efficiency of sales outlet functions is represented by the dissatisfaction of the employees with their wages and the inconvenient working hours. Intensive pattern of working with people, nervous nature of activities, constant physical activities on the job (characteristic for sales personnel) and continuous eyestrain caused by the artificial lighting of the shop and of the shop windows together with forced ventilation hamper higher labor performance affecting, in turn, the general efficiency of human resources and the whole operations of sales outlets.

Technically, the company suggests a large number of premium incentive programs, but those can only be enjoyed by the managerial staff. The sales personnel (sales managers) are kept under strict control by the managers, and this fact often results in failure to meet the targets and prevents the sales people from participating in bonus or premium programs and promotional events. The level of wages in the company is regulated by the sales plan. Failure to meet the plan entails penalties.

The inquiry held at CJSC “Svyaznoy Logistics” in Magnitogorsk revealed the facts as follows: the sales managers are in need of material incentives, although the managerial staff is satisfied with their salaries; most employees want to be respected by the managers, but in practice the managers fail to do so; the sales personnel are interested in promotion, but, in fact, there are no opportunities for career development.

The authors of this study believe that the issues of the existing motivation system in CJSC “Svyaznoy Logistics” are as follows below:

- the branch managers insufficiently understand the significance of personnel motivation for improving the efficiency (the role of motivation in improving the overall efficiency of the operations of the company is ignored);
- the expectations of the employees are not taken into account in the process of the motivation system development;
- neither interests nor needs of the employees of the company under investigation are taken into account when the motivation activities are selected;
- there is the unreasonably long period between the achievement of a good result and the reward which is a consequence of the lengthy procedure of getting the head-office approval for incentives.

Also, the investigation revealed the lack (or the unsatisfactory expression) of such motivation factor as recognition within the company, public success.

5. Discussion

The investigation of the motivation factors exemplified by one of the sales enterprises in Magnitogorsk enabled a number of conclusions. The foundations for formulating the conclusions are represented by the questions set by the authors of this study: What is the level of personnel motivation and what are the needs that predetermine the productive behavior of the employees in the company? How can this help the organization develop the measures to improve the motivation of the employees and to strengthen the company’s standing in the business environment?

The experts note that staff motivation is the principal issue in all organizations, no matter whether they deal with the category of qualified or unqualified personnel, not to mention the fact that the low level of personnel motivation is one of the reasons

that hampers successful operations of any company.

In principle, the organizations are focused on classical financial methods of motivation (incentives through wages, monetary rewards); most of the companies ignore the opportunities provided by the non-financial methods of motivation (because their application is complicated and primarily predetermined by the necessity to take into account the individual needs and behavioral motives of the employees).

Based on the world practices Kobersy, Khasiyeva, Yakhina, Ignatyeva, Goloshchapova, Shkurkin and Sadykova (2016) suggest a number of practical recommendations to improve staff motivation that could introduce qualitative transformations into Russian companies. These recommendations include the following:

1. Introducing flexible (rotating) shift system.
2. Overtime bonuses.
3. Rewards for innovations.
4. Extra remuneration for healthy lifestyle (in particular, for giving up smoking).
5. Annual performance assessment (for the purposes of further career development).
6. Holding annual professional skill competition.
7. Creating and supporting the informal communicative environment in the team. (The authors believe that this can be implemented by means of holding the teambuilding training sessions not only for managerial but also for sales personnel).

The authors of this study consider that to improve the level of staff motivation in CJSC “Svyaznoy Logistics” in the context of boosting the efficiency of the company in general, it would be advisable to apply such methods of participative management as the involvement of the employees into the decision-making process in the organization. The essence of such methods is as follows:

1) The immediate executives, the sales managers, are given free rein to make day-to-day decisions (within the framework of their functions) which considerably affects the motivation of individual employees and the efficiency of the business in general. Under such conditions the creativity of wider circles of employees increases promoting new ideas or initiatives.

2) Continuous (especially insufficiently competent) managerial interference should be eliminated as well as the need to obtain approvals and to wait for the permissions of the higher management. This will improve the employees’ interest and initiative making them exercise creativity in their everyday “routine” activities.

The authors believe that the methods of engaging the employees in the decision-

making process will help ensure the following things in a most efficient manner: joint problem identification; participation in problem resolution; joint decision-making; better communication and cooperation between the experts, managers and business units. The implementation of these methods will increase the level of staff motivation and improve their loyalty toward the company, improve their productive behavior which, in turn, will help achieve the targets of the organization.

Thus, as a result of the measures focused on improving the personnel motivation at CJSC “Svyaznoy Logistics” in Magnitogorsk, the company can attain the results as follows: lower costs for searching new personnel; lower number of the employees who retire from their employment during their probation period both voluntarily or on the initiative of the administration; higher level of employees’ satisfaction with the results of the work they do for the company.

6. Conclusion

This investigation of staff motivation in the trade companies of Magnitogorsk is of considerable importance for the development of this business sector, inasmuch as the applied methods can be used for the purposes of comparative competitive analysis and for the development of concrete practical recommendations on improving the efficiency of business operations.

Specific features of human resource management under the market conditions are represented by ever growing significance of an employee’s personality. Within the framework of this concept staff motivation comes forth as one of the most complex areas of activities of the company’s management, and the ability to motivate the employees becomes a great art. By contrast to capital assets, company’s personnel possesses a set of individual needs that have to be met and that have to be managed in order to attain organizational growth and further development of the company. From this perspectives motivation is defined as a driver of human behavior which essence is represented by the interconnections of needs, motives, interests, incentives and objectives of man. In this context the motivation of the company’s staff becomes a priority and steps forward simultaneously as a factor and as a mechanism for improving the competitive power of the organization.

Several researchers note that it is not possible to superimpose American, European or Japanese human resource management practices on Russian model of personnel management in a purely technical manner. The authors of this study believe that the complex analysis of international practices will help develop, introduce and customize the new motivation system. Motivation perceived as a single complex of material and non-material components applied in an informed and careful manner will make it possible for a company to achieve positive results even within the short-term period. This assumption is consistent with the idea that organizations, in order to achieve the long-term advantages in the context of ever growing competitive struggle should be more flexible and client-oriented; and here personnel

development should become the key strategy. The management bodies of the organizations have to undertake proactive measures in order to take into account all the factors affecting the productive motivational behavior of the employees.

Thereat, the key element of organization's activities should be represented by the development of the effective motivation system as the most important factor of employee performance efficiency. The paramount importance of motivation turns it into a focal point of every economic system and into one of the possible ways out of the crisis that could be represented by the development of the measures focused on improving staff motivation within the company.

This investigation is by no means exhaustive, and it can serve to further identify the prospective areas of human resource development in the trade companies taking into account the world trends in this business sector.

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