

Innovative Motivation Methods of Staff At Small and Private Business Enterprises

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Abstract. This article discusses one of the crucial challenges for small businesses today- issue of motivation at staff members which in the long run can lead either to prosperity of business or to the failure of it. The aim of this work is to study the reasons and consequences of this phenomenon for small business and private enterprises. During our research we comprehensively studied the works of world expertise on the raised issue, different research methods were used such as abstraction, induction and deduction, methods of observation, logical and structural analysis, grouping, mutual and comparative comparison. Various concepts of work motivation were analysed, concepts proposed by A.Maslow, K.Alderfer, McClland, F.Herzberg were studied in detail taking into account the specific of human resource management at small business companies. In conclusion, several recommendations were given for small businesses' managers regarding creating favourable conditions for staff motivation at workplace.

Keywords. Lack of motivation, small business, favourable environment, human resource management, job performance, intrinsic and extrinsic motivation, financial motivation

Introduction

Small and medium-sized businesses are globally considered as the main engine of global economic activity. These type of businesses are important for a number of reasons, such as job creation through growth, social stability, and wealth creation for countries. In the modern era, the concept of motivation is very important not only for large enterprises, but also for small business entities, since the motivation of employees helps to increase the competitiveness of the organization, allowing them to successfully fulfill their tasks before the organization.

In today's globalization process, competitive human resource management is an important element in small business development. Although currently technological advances are increasingly rapid and play an important role in the development of the company, it does not devalue the role of human resources which is the most important element in moving a small business organization. So, personnel and their motivation are an important factor to consider in the face of intense business competition that occurs currently in world economy. And that competition raises concerns about the success of enterprises especially small business entities, which heavily rely on human resources [1].

Organizational performance is indeed the responsibility of every individual working within the organization. When individuals in the organization work collaboratively, perform well and motivated to contribute their best to the organization, overall organizational performance will be productive which further will lead to the overall success of the organization.

According to world expertise, it would be possible to reduce the failure rate of small business enterprises if business owners were able to give appropriate advice, such as motivational strategies to be implemented in their firms, as well as strategies to improve managerial skills (for example interpersonal skills).

To improve the performance rate of small business and private enterprises, it is vital to increase the knowledge base of business owners as well as human resources team about what factors motivate employees in order to ensure employee satisfaction [2].

Methods. In order to study the issues raised in this particular article, to explore in more detail the role of staff motivation in development of small business and private enterprises, during our research we used the methods of scientific abstraction, induction and deduction, methods of observation, logical and structural analysis, grouping, mutual and comparative comparison.

Results. The demand to satisfy the need for belonging and involvement, according to A. Maslow, is experienced by a small part of society. Friendship, love, dedication to the team – data factors are quite external in nature. They are not the determining motivating factors, the sphere of influence of which would cover the entire team, however the manager needs to take them into account due to their important psychological significance for the individual. It is necessary to create a favourable environment for the entire team microclimate, create optimal working conditions, fairly stimulate employees, which in general will be one of the strong motivating factors.

The need for self-expression is, first of all, the realization of a person's internal motivational factors. These factors must be identified when hiring a person, offering the future employee will have the appropriate amount of work and the appropriate position, where he will not only realize his existing abilities, but will also be able to organize the work process in a way that will have a positive impact on the results of the entire team and the organization as a whole [15].

Studying the ERG theory of K. Alderfer, we note that the processes of frustration (the process of moving down) more often occur with mediocre people who do not have sufficient abilities, knowledge, work experience, are mentally unstable and others. Application of this theory in practice in organizing of small business is possible with a shortage of resources. An employee, having the opportunity to satisfy his needs at a lower level, perceives this as potential motivation and can become involved in the process with increased interest [16].

McClelland's concept, associated with the study of the influence of achievement needs (participation and dominance), determines a person's motivation for activity. Such motivation can be useful and extend only to a person whose needs are strongly expressed under the influence of life circumstances, experience, training, and practical skills.

The need for achievement established by McClelland is manifested in a person's desire to achieve his goals more effectively than he did previously. People with a high level of achievement needs prefer to set goals for themselves, choosing moderately difficult ones, adjusting them to themselves in order to be confident in their implementation. Such people are always wary of choosing high risk goals, for fear of not achieving results, which is not always achieved benefit of the organization. Determining motivating factors must occur according to a psychological type [17].

An interesting study of motivating and demotivating factors influencing human behavior in an organization was conducted jointly with his colleagues by F. Herzberg [8]. He concluded that the achievement of satisfaction and the increase in dissatisfaction under the influence of working conditions are not interrelated. Thus, eliminating factors that provoke an increase in dissatisfaction associated with working conditions has little effect on the increase in satisfaction the employee as a whole. The application of this theory requires mandatory consideration of the employee's temperament. So, for example, a melancholic person doesn't care what happens inside the organization, as long as they don't bother him, he

does his job and does it well, regardless of the influence of motivating factors. For people with this type of character, it is more important that the employer fulfills all the conditions of the contract and does not infringe his interests - this is a strong internal motivation for him, i.e. he is satisfied with himself and everything around him [18].

Having analyzed the well-known substantive theories of motivation, we came to the conviction that in order to build an effective system of personnel motivation, for the organization's management it is necessary to take into account and combine internal motivational and external motivating factors. The art of management lies in the individual selection of motivating factors for employees, which, in turn, will become elements of motivation for labor behavior and maximum efficiency in the work performed.

Analysis. Motivating employees in a small business is one of the key issues due to the fact that almost every employee is the only specialist in his field of activity. In order to make an employee's activities in an organization's team to be more effective, he must be interested in it morally and financially.

Currently, the basis of motivation in small organizations business is the organization of remuneration, which is not always meets the requirements of the modern labour market, qualifications and employee labour costs. In addition, the level of remuneration and its organization and system in small business organizations is established by the entrepreneur-manager individually, since it is the one who forms the size of the wage fund [11].

Small business organizations have a number of features in the field of personnel management, which include:

- personal nature of the relationship between the employee and an entrepreneur in a small team of an organization;
- the leading role of the entrepreneur-manager in the activities of the organization, its involvement in the production process,
- in interaction with representatives of the external environment, which is due to a high degree of business risk and responsibility for performance results;
 - high educational level, due to the content activity and high professional requirements;
 - flexibility and informality of personnel management;
 - increased demands on the personal qualities of the employee. A small team will quickly get rid of employees whose qualities do not correspond to the accepted norms and values of the enterprise.
- principles of personnel selection are sometimes oriented not on direct, but on indirect evidence of professional suitability. Recommendations for small businesses in fact are confirmation that the candidate has acquaintances and colleagues who are ready to answer with their reputation for the employee's actions.
- social vulnerability. Staff well-being directly depends on the leader [12].

One of the effective management tools in small business organization is a well-developed and correctly used motivation system. Motivating staff is one of the most difficult areas of activity for the head of an organization, and the ability to motivate subordinates is a great art. Motivation plays a leading role in an enterprise and is the main component of employee interests.

The level of development of productive forces and the state of modern technologies of scientific and technological progress have a huge impact on the processes of human motivation. All this contributes not only to the emergence of new goods, services, but also to changes in personal and social needs of a person. At the same time, the spiritual and intellectual needs of a person's development, which actualize in

him the needs of a creative nature, implemented in the work performed. That is why there is an intersection of the personal interests of the individual and the interests of the team in which he works [14].

In the literature, there are three main types of work motivation: material, social and organizational, which are presented in Table 1 [13].

Table 1

Types of work motivation

Material	Social	Organizational
is implemented through wage systems, payment of transportation costs, food subsidies, educational expenses, medical care, tourist trips during vacations, payment of life insurance costs and others.	based on the moral values of a person, the employee’s awareness of his work as a certain duty to society. This includes relationships in the workforce, relationships between employees and managers, opportunities for professional growth, self-improvement and self-expression	the basis of this type of motivation is work discipline. It also includes incentive measures, such as expressing gratitude, issuing a bonus, and awarding a valuable gift.

In the concept of the hierarchy of needs developed by A. Maslow, a person moves to the top from the bottom up, satisfying his needs. Having not satisfied his needs in the process of a specific job, the employee will look for an opportunity to satisfy them, encouraging himself to give his best, and if he does not achieve his goal, he leaves to look for a job in another organization where he will be offered optimal motivating factors.

The upward movement in the pyramid begins with the satisfaction of physiological needs, sometimes even unconscious ones, the satisfaction of which is necessary for survival. The need for security, according to A. Maslow, is of high importance, but not for all types of people, but only for a certain group - otherwise humanity would never be able to master complex professions that involve risks to life and health and require maximum resistance to fear, pain and stressful situations. We believe that it is necessary to take into account labour safety in all areas of activity differentiated within the specific features of the activities of organizations.

Discussion

Thus, the most effective activities of small business organizations require favourable factors of the internal and external environment, human resources consisting of a group of like-minded people with strong motivation. Entrepreneurs who are well aware of market opportunities and demands, along with employee selection policies, view their motivation as a key function of management.

When creating a motivation system in an organization, managers must keep in mind that a person is individual both in his thinking and in his development, physical qualities, abilities and character in a single mechanism that is designed to work without failures. It is also necessary to take into account the psychological type of the employee, taking into account the fact that a person may be capable of some types of work, but completely useless for others. Motivation developed without taking these features into account will be ineffective, no matter how hard the organization’s management tries.

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