

Effective tools for non-material motivation of employees

*Snezhana A. Nadezhkina*¹, *Vadim A. Nadezhkin*¹, *Alexander L. Zolkin*^{2,*}, *Svetlana N. Sychanina*³, and *Avgustina B. Urusova*⁴

¹Department "Automation, telemechanics and communication on railway transport", Samara State Transport University (SSTU), Svobody Street 2V, 443066, Samara, Russia

²Computer and Information Sciences Department, Povolzhskiy State University of Telecommunications and Informatics, 443010, Samara, Russia

³Department of Management, Federal State Budgetary Educational Institution of Higher Education "Kuban State Agrarian University named after I.T. Trubilin", 350044, Krasnodar, Russia

⁴Department "Finance and Credit", North Caucasus State Academy, 369001, Cherkessk, Russia

Abstract. The features of non-material motivation of personnel in the conduct of professional activities are considered in the article. The concepts of "labor motivation", "non-material motivation", "stimulation" are disclosed. Talking about labor motivation authors mean a set of factors that encourage employees to certain behavior aimed at achieving the goals of the organization. Motivation associated with the satisfaction of human needs and values is considered as non-material motivation. And, finally the authors of the work mean the stimulation as a process of influencing an employee in order to encourage him to work (in this case, to increase the labor efficiency). In addition to this, the article presents the experience of modern methods of increasing the labor motivation of employees in order to increase the efficiency of the organization. It was revealed that non-material motivation is a good aspect in the promotion of employees. It is considered as an incentive for staff for the work done, which does not affect wages. As a result, the main instruments of non-material motivation of employees are identified. These are: non-material wage systems; education and development; career advancement; social programs; seniority remuneration; premiums; corporate events; present; the ability to work remotely; other non-financial incentives. It is concluded that the existing tools of non-material motivation applicable to different organizations shall be individual for each of them.

1 Introduction

The problem of motivation of employees of educational organizations remains relevant today. The lack of incentive payments, an individual approach to the employee gradually leads to the alienation of employees from their professional activities. And this alienation manifests itself in the form of apathy, deterioration in performance. That is why work motivation is one of the key topics in organizational psychology.

* Corresponding author: alzolkin@list.ru

1.1 Problem statement

In this regard, the purpose of the work is to analyze modern approaches to non-material motivation of personnel to improve the efficiency of the organization.

Tasks set during the study:

- identify the main factors that have a direct impact on the productivity of employees of enterprises;
- to reveal the concept of "motivation" in the full sense;
- consider the possibility of implementing non-material motivation of employees to improve the performance of enterprises;
- to analyze modern approaches to the implementation of non-material motivation of personnel at enterprises.

Today, a motivational worker is one of the main advantages in today's competitive economy [1]. It is these employees who determine how effectively the organization works. A motivational worker is a person who is highly motivated to work, who sincerely loves his job, and who wants to achieve high results. Currently, motivational workers are the most sought-after specialists, so the demand for them is growing every year [2]. Since with their help to actively strive to achieve the high goals of the organization, one can confidently count on the positive and effective results of the organization.

1.2 Research questions

The first ideas about the concepts of internal and external motivation appeared in the 60s. Many Russian psychologists dealt with the issue of studying achievement motivation. Among them, A.V. Brushlinsky, M.I. Volovikova, A.N. Leontiev, and others who were engaged in the study of certain motives of activity [3, 7].

Motives are very important for understanding human behavior and his actions and deeds. Motivational factors are the motivating causes of human actions. They can be external (the content of the work) and internal (needs).

For motivation to work, the presence of the main factors is necessary:

- external (preferences, interests, expectations and claims);
- internal (need, motivation).

External motivators are factors that are directly related to work. These include:

- wage;
- evaluation of work;
- the degree of complexity of the work.

Intrinsic motivation factors are factors associated with the employee himself. These include:

- needs;
- motives;
- beliefs.

In the organization of the work process of employees of an educational organization, labor motivation is considered as the activation of their motives (intrinsic motivation), as well as the formation of incentives (external motivation) in order to encourage employees to productive labor activity. In such a relationship, terms close to the concept of motivation become such terms as the process of stimulation and productive implementation of decisions made. Those terms implying the creation of a set of circumstances that can induce an employee to perform specific operations aimed at the result with maximum effect [2, 3, 8, 9].

2 Materials and methods

The psychology of professional activity studies the psychological characteristics of an individual, determined by his professional purpose. Human professional activity is a combination of all types of labor that create material and spiritual values, which are an important means of satisfying the material and spiritual needs of a person and society [1].

Teaching is a kind of professional activity that requires a lot of dedication, a significant amount of knowledge and specialized qualities in a person. If relatively recently, work at the department of a higher educational institution was considered in demand and quite prestigious, then today there is a constant outflow of employees to other areas of activity. The reason for this is too little material support for a young specialist, low official salaries and other factors [2].

Due to the apparently low level of wages, employees in the higher education sector have a dislike for the frequent overfulfillment of the workload. Alienation occurs. Alienation in psychological science means amotivation, which implies an action that a person performs not on his own initiative, not of his own free will, to perform a specific task [4]. Alienation is comparable to emotional burnout that occurs as a result of a person's dissatisfaction with a particular activity.

Employees of the higher education sector are focused on fair payment for their own work and the efforts expended for performing a large and voluminous amount of work. In this regard, they often face injustice in assessments and the inability of colleagues at work to objectively evaluate the results of their work. That is why the more an employee of higher professional education is oriented towards monetary reward for processing, the greater will be the degree of alienation. The more extrinsic motivation or amotivation is expressed, the greater the alienation will be. And one of the reasons that can give rise to alienation is related to the fact that a person understands that in the process of doing his job he may not be paid for his work in full. And in this case, the employee in the field of higher education begins to treat the performance of work as something secondary, as something that can be postponed until later.

It turns out that money is a source of tension for many people. Many psychological problems related to money can contribute to stress. Stress can lead to psychological and physical problems such as depression, anxiety, fatigue, irritability, nervousness, and restlessness. And this, in turn, leads to a decrease in the efficiency of human work.

3 Results

Monetary representations are the attitude of a person to money. According to monetarism, money is a commodity that has the following characteristics:

- 1) money is a measure of the value of goods and services;
- 2) money acts as a means of circulation;
- 3) money serves as a means of accumulation, that is, it can serve to purchase goods that will be used to obtain new money;
- 4) money can act as a means of payment;
- 5) money has flexibility, that is, the ability to quickly respond to changes in the economy.

Social attitudes towards money are clearly presented in A. Farnham's "Scale of Monetary Concepts and Behavior" [6]. The scale, in turn, makes it possible to describe the different attitudes towards money exactly according to social attitudes due to the six scales identified. Among these six scales, the following are singled out: money as a means of obtaining power; money as value; money as an object of control; money as an object of conservation; money as an achievement; and also money as insufficiency.

In connection with the foregoing, it is necessary to take into account empirical aspects that can be aimed at studying ideas about the career growth of higher education workers and ways to increase their labor motivation.

In accordance with the accelerated pace of development of the modern economy, the issue of high-quality performance of the work of employees of enterprises is becoming increasingly relevant today. This is due to the fact that every day more and more people are faced with the problem associated with the unfair assessment of the bosses of the employee's invested work to complete a specific task in terms of monetary reward. That is why many employees cease to treat their work with high enthusiasm and do not implement the tasks with the proper quality.

The success of any organization directly depends on its employees. The success and prosperity of the company depends on how efficiently the management and production personnel work [1]. Increasing labor productivity is possible when creating the necessary favorable conditions for the employee [2,7]. Those. to some extent meeting the demand of the staff in order to develop high-performance indicators of the organization's performance.

As a rule, in any organization there are many factors that affect labor productivity, but all of them, in turn, come down to three components:

1. material interest (wages);
2. organization of the production process;
3. social protection of personnel (payment of benefits, provision of benefits, etc.).

All these factors, as well as many others, affect performance, but not all of them are decisive in this process [3].

In addition to the above, staff productivity is also affected by such points as:

- organizational and technical factors (the level of mechanization, automation and computerization of production processes, the level of use of small-scale mechanization, etc.);
- socio-psychological factors (work culture, relationships in the team, motivation system, system of training and advanced training of personnel, availability of social benefits and guarantees, psychological climate in the team);
- economic factors (the availability and level of development of the material and technical base, the efficiency of the use of fixed assets, the level of prices for products and services, the degree of depreciation of fixed assets, etc.);
- organizational factor (degree of participation of the manager in production management, personnel selection system, form of remuneration, etc.).

As a result of the analysis of environmental factors, the degree of their influence on the activities of the enterprise is determined.

4 Findings

While performing a number of duties in the workplace, the concept of "motivation" is no less important for an employee. Motivation is the process of encouraging oneself and others to act in order to achieve personal or organizational goals [5]. Motivation is aimed at the performance of the staff. It means stimulation. Stimulation of the work of employees is, first of all, an external motivation of employees to work more efficiently with the help of a system of remuneration and social benefits [1, 4, 10, 11].

Stimulation of labor is not only a system of material incentives for work, but also a system of moral encouragement, which creates a sense of satisfaction in the employee, self-confidence, a sense of self-worth in the team. The system of labor incentives shall be aimed at increasing labor productivity, increasing interest in the final results of labor.

However, the issue of non-material motivation of employees is no less important. Non-material motivation is a set of various ways to reward staff for achieving certain results that cannot be expressed in monetary terms [7].

Intangible factors are what further demonstrates the desire of employees to do their job in the best possible way. Things like mentoring, owning independent projects, and opportunities for personal and professional growth are simple tactics that will motivate staff on a deeper level.

Non-material incentives involve innovative methods of non-monetary labor motivation. Among the main instruments of non-material labor motivation of employees can be:

- 1. Compensation of employees for travel expenses to and from work;
- 2. providing employees with an apartment for permanent residence;
- 3. providing employees with a car or other vehicle for traveling to and from work;
- 4. providing employees with benefits for medical care;
- 5. providing employees with part or all of the cost of paying for housing, meals, buying workwear, safety shoes, protective equipment, etc.

Non-material motivation can be more effective than material. For this, it is necessary that the head of the organization has the appropriate knowledge and skills in the field of personnel management. Currently, there are many different methods and technologies of personnel management, which are aimed at the development of the organization's personnel. Among them, the main ones can be distinguished: management technologies by goals, management systems by competencies, systems of motivation and stimulation of labor, technologies for recruiting and selecting personnel, conflict management methods, etc.

Thus, it is necessary to highlight the main tools of non-material motivation of employees. They are presented in table 1.

Table 1. The main tools of non-material motivation of employees

Tools of non-material motivation	Components
Personal growth	<ul style="list-style-type: none">1. Professional training of employees.2. Career growth.3. Periodic refresher courses.
Social measure of support	<ul style="list-style-type: none">1. Cash, from which mandatory tax payments are excluded.2. Obtaining preferential holiday vouchers.3. Providing discounts on services produced by the organization itself.4. Medical insurance for employees.
Working conditions	<ul style="list-style-type: none">1. Comfortable work schedule.2. Convenient workplace.3. A necessary set of modern equipment for the implementation of production activities.4. Feeling safe in the workplace.5. Provision of transport services for employees.
Compliance with the values of the organization	<ul style="list-style-type: none">1. Fair and rational assessment of the employee's labor activity.2. Responsibility for assigned tasks.3. Creation of well-established work regulations, which describe all the functional duties of the staff.

According to the presented table 1, many effective tools can be used for non-material motivation. For example, if we consider the item “comfortable work schedule”, then we can single out both a remote schedule and the performance of labor duties in the office. It is

important for the employer, whose task is to provide favorable conditions for the labor activity of employees, to take into account these subtleties of non-material motivation. Since every employee of the company shall feel significant and important for the company. When employees see that their opinion and the work of the company is important, they will try to show their best.

Also, a good type of non-material motivation is horizontal growth, which implies a change in the importance of an employee within the team. For example, from the manager to the senior manager of the group [3]. Due to such an instrument of non-material motivation, a person receives a moral reward, as well as, for example, the opportunity to decide on vacation dates, since the employee has similar privileges as a senior manager.

5 Discussion

Undoubtedly, another effective way to implement non-material motivation is to provide free courses for employees in order to increase their level of professional literacy.

To date, the system of non-material incentives has been successfully implemented in the Sverdlovsk branch of Energosbyt Plus JSC, where a set of measures has been developed to ensure the involvement of personnel in the labor process. Employees working in this organization are guided by five factors of job satisfaction:

- the staff understands what the organization expects from them;
- employees correspond to the type of activity that they have chosen;
- the organization supports the staff in every possible way: makes compliments, expresses praise;
- the organization notices and fully recognizes the merits of employees;
- the staff is confident in the respect and care of their boss [2].

Thus, the purpose of non-material incentives is to receive positive emotions for the employee and satisfy his needs. It can be a desire to do something for the benefit of the company, a desire to be noticed by the employer, or simply a desire to get more comfortable working conditions.

In connection with the introduction of measures to ensure the involvement of employees in the production process, in recent years the company has seen clear results, as well as a reduction in staff turnover. The organization of Energosbyt Plus JSC takes into account the social support measure, the essence of which is set out in Table 1. It enables employees to reach their potential by providing social benefits, a comfortable workplace, catering, birthday gifts [2].

In addition, the organization, in order to non-materially reward an employee for a job well done, presents a certificate of honor or a valuable gift. In addition to this, Energosbyt Plus JSC provides voluntary medical insurance for personnel, as well as vacation days for important circumstances, be it a wedding or the birth of a child, or other equally significant events.

As a result, the developed and implemented set of measures to improve the efficiency of the work of personnel in the organization of Energosbyt Plus JSC through modern tools of non-material motivation is really successful. This allows you to establish a direct link between the efforts made by the employee to perform specific tasks and receiving for this not only the established amount of wages, but also the acquisition of all kinds of benefits and valuable gifts.

Tools for non-material motivation of employees are also common at Samara State Transport University, where for effective work results, staff are provided with free visits to the sports complex of the university: to the gym, to the pool. It also provides for remuneration for long service, honorary awards and other incentives for fruitful activity.

Such types of non-material incentives contribute to the effective professional activity of employees of a higher educational institution.

6 Conclusion

In conclusion, it shall be said that in the current conditions in which the country's economy operates, the problem of providing the enterprise with highly qualified workers is particularly acute. At the present stage of economic development, one of the main tasks for business leaders is to find ways to improve the efficiency of staff work. Labor efficiency is the result of the efforts expended, their correspondence to the results of activities and job satisfaction. That is why there is a need for non-material motivation of employees. Non-material motivation, in turn, is an urgent problem, since not all organizations today successfully implement the existing tools for improving the efficiency of staff without material remuneration. Each of them has its own advantages and disadvantages, so the choice of a specific motivational tool shall be carried out taking into account the specifics of the activities of a particular enterprise.

References

1. V.A. Bodrov, *Psychology of professional activity: theoretical and practical problems*, (Moscow, Institute of Psychology RAS, 2006) 623.
2. V.E. Pavlovich, S.A. Sarycheva, *Approach to marketing research and development in the field of railway transport in the paradigm of sustainable development*, **1**, 328-330 (2022)
3. T.A. Dmitrieva, *Voprosy nauki i obrazovaniya*, **23 (35)**, (2018) URL: <https://cyberleninka.ru/article/n/osobennosti-ispolzovaniya-metodov-nematerialnoy-motivatsii-personala-v-organizatsii> (Accessed on: 21.02.2023)
4. T.V. Shalaeva, S.A. Sarycheva, *Digital transformation of the educational process in a higher educational institution*, Digital transformation of education: current state and prospects: Collection of scientific papers based on the materials of the International Research-toPractice Conference, Kursk, Edited by V.A. Lipatova, L.V. Snegireva, A.V. Ryshkova (Kursk, Kursk State Medical University, 2022) 210-213.
5. V.A. Nadezhkin, S.A. Sarycheva, *Digital transformation in the organization of the educational process of a higher educational institution*, Actual problems of development of economic, financial and credit systems: collection of materials of the X International Research-to-Practice Conference, Belgorod, (Belgorod, Belgorod State National Research University, 2022) 387-391.
6. S.A. Sarycheva, A.O. Kochetova, *Digital economy: development policy and transformation of human life conditions*, Education - science - production: Materials of the VI Russian scientific and practical conference (with international participation), **2** (Chita, Trans-Baikal Institute of Railway Transport - a branch of the federal state budgetary educational institution of higher professional education Irkutsk Transport University, 2022) 107-112.
7. E.S. Choban, *Young scientist*, **10 (114)**, 1383-1385 (2016) URL: <https://moluch.ru/archive/114/30173/> (Accessed on: 21.02.2023).
8. E.M. Akhmetshin, R.H. Ilyasov, E.A. Sverdlikova, A.A. Tagibova, A.V. Tolmachev, A.V. Yumashev, *European Research Studies Journal*, **21 (Special Issue 2)**, 652-665 (2018)

9. M.S. Chistyakov, *Human capital as an element of the implementation of reindustrialization and import substitution*, Materials of the I International Scientific and Practical Conference «Socio-economic development of Russian regions: the realities of modernity, trends and prospects» (Kaliningrad, Publisher: Western Branch of RANEPa) 146-148.
10. O.V. Gleba, A.L. Zolkin, A.A. Gureva, O.L. Girshevich, *Social and economic aspects of the effectiveness of actions on improvement of human resources technologies for management of remote personnel*, Proceeding of the International Science and Technology Conference "FarEastCon 2021", "Smart Innovation, Systems and Technologies", 841-850 (2022)
11. G.Y. Ratushnyak, A.L. Zolkin, V.V. Pomazanov, I.M. Kalyakina, *Methods for assessment of personnel performance through the creation of a database*, Proceeding of the International Science and Technology Conference "FarEastCon 2021". "Smart Innovation, Systems and Technologies", 935-945 (2022)