

Social Incentives and Employee Motivation

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ABSTRACT

This article is dedicated to the place and role of the social incentives as an important element of staff motivation. The main factors that influence the motivational process are classified and analyzed. The basic elements in the design and implementation of the motivation system in the organization are presented.

The social incentives are characterized and is pointed at their role and importance as means to motivate and improve the performance not only of the individual employee, but also to achieve the objectives of the workforce and the organization as a whole.

Keywords: Social incentives, motivation, factors

1. INTRODUCTION

The factors that motivate or demotivate the employees in the labour process are formed under the influence of the working and social environment in the organization and the general economic conditions in the country. Due to the diversity and the different intensity with which the motivational factors influence a person in the employment, in the literature and in practical action there are different classifications.

The factors influencing the motivation process are distinguished according to different signs: material and moral; internal and external; general and immediate; raising and lowering employee motivation etc. These classifications are made on the basis of the economic nature, mode of formation and the impact of the factors on the motivation of the personnel in the organization.

2. FACTORS INFLUENCING THE MOTIVATION PROCESS

Factors influencing the motivation in the work process can be distinguished as external or internal [1]. The external factors are wages, promotion office, boast premium recognition and benefits provided by the employer.

The internal factors include job satisfaction and the identification of the employee with the general objectives of the organization. The internal compensation arises in the work process and gives the employees a sense of consistency and importance of the work, of self-esteem, for an adequate communication and of an achieved success [2]. The creation of appropriate working conditions and placing the precisely defined tasks contributes to increasing the satisfaction of internal reward.

For the successful operation of the organization and the achievement of high motivation it is essential to establish the proportions of the internal and external remuneration for the personnel in it.

D. Shopov and M. Atanasova distinguish [3]:

- general motivational factors - the effects of the general economic and social environment on the individual;
- direct motivational factors – effects of the employer on the employees.

To the general motivational factors are related the material and spiritual needs of the employees, the state and development of the stock, cash and the labour market. The direct motivational factors include: the level and dynamics of the salary, the recognition of the achievements in the labour process, the participation of the personnel in the distribution of profits [3].

D. Boyadzhiev, D. Shopov and M. Atanasova [4], [3] offer a wide range of factors influencing the motivation process:

- needs of the people and their families;
- condition and development of money, production and labour markets;
- level and wage dynamics;
- recognition of the achievements in the work;
- participation of the employees in the distribution of profits;
- shareholding of the company employees
- Making specific and higher requirements for the employees;
- providing opportunities for development and application of the knowledge and skills in the labor process;
- Providing power, expansion of influence;
- level of division of labour;
- expansion of teamwork forms of work;
- Improving the efficiency of maintaining employment, industrial and technological discipline;
- working conditions and occupational safety;
- workplace organization;
- Socio-psychological climate in the team.

A.Kumar [5] classifies the factors influencing the motivation as:

- supply and demand of labor force;
- capabilities of the organization to provide remuneration;
- standard of living in the country;
- job requirements;
- the power of the impact of the trade unions on the employer;
- the personal qualifications of employees.

The motivating influences and factors in the labour process can be classified in terms of their nature - material and non material.

Material motivational factors are: salary; additional monetary and non-monetary incentives; shares; bonds etc. Non material factors include: a status in the organization; leadership;

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authority; opportunities for career development, training opportunities etc. [6].

The system of the 9 "C" consists of 9 elements of motivation related to the English headings:

- Capability - if the employee does not have the necessary skills and knowledge he will not work well, even with strong efforts;
- Confidence - it puts a higher limit to the capabilities (the manager should support the building of confidence among employees, because without confidence, capabilities are limited);
- Challenge - the work should not be too easy or difficult;
- Criteria – the criteria of good and bad performance must be clear;
- Confidence - can be maintained with feedback;
- Consistency - the same constant treatment of all employees;
- Compensation - including not only monetary incentives, but other benefits provided by the organization;
- Communication - between the employee and the supervisor [7], [8].
- Cost - optimizing the cost of employee motivation;

An important place in the classifications of the motivational factors has their differentiation in factors which increase employee motivation and those which lower it (Table. 1).

Based on studies in the USA the ten most important motivators for employees in the work process have been identified:

- To work with people who are treat them with respect;
- The work should be interesting;
- To receive recognition for good work;
- To be able to develop their abilities;
- To work with people who comply with their suggestions for improving the performance;
- To be able to think matters over, not only to fulfill orders;
- To see the final results of their work;
- To work for capable leaders;
- The work is not too mild or severe;
- To be informed about what is the labour process can be improved.

Table 1. Raising and lowering the motivation factors

Factor	Raising the motivation	Lowering the motivation
Remuneration according to the results at work	The quality work is remunerated	An unfair evaluation of work
Performance evaluation	The approval of the work	Depersonalization of the results of work and an indifferent attitude
Tasking	The complicated tasks enhance the initiative and creativity	Easily executable tasks decrease the requirements for the employees
Career development	Movement in career	Absence of a perspective Uncertainty in the future
The Capability Development	Tasking enabling skills development	Greater loading of the employee
Independence in decision-making	Job allows separate decision making	The absence of control.
Importance of the work	A high degree of responsibility	The employees perceive their work as unnecessary and meaningless
Distribution of work tasks	A fair distribution of work tasks between employees	Employees are loaded in a lack of uniformity
Social and psychological climate in the team	Absence of stressful situations	Frequent stresses due to problems in the management and the relationships
Relationships in the team	Good relationships with colleagues and the management	Interpersonal conflicts A limited ability to communicate
Feedback	Possibility of feedback to the management	Feedback to management is impossible
Awareness of the organization and its work	Sufficient amount of information about the organization and its work	The Information is hidden

3. MOTIVATION AND SOCIAL INCENTIVES

Similarly remuneration the receipt of social benefits and services is successfully used to motivate the personnel. Social benefits are part of the remuneration which the employer provides. Many internal and external factors make the employer provide benefits and services to the personnel.

The main ones are: government legislation; collective bargaining agreements between employers and Trade Unions; the need to enhance the image of the organization; the need to create high motivation of the personnel in the labor process etc.

The motivation package includes mandatory insurance regulated in the Labour Code and other regulations, and elements of the motivation package provided voluntarily and intentionally by the employer as well.

The mandatory insurance that the employer is obliged to pay and the salary agreed upon are:

- Mandatory pension insurance;
- Mandatory health insurance;
- Unemployment insurance;
- Payment of accrued leave;
- Redundancy payment;
- Payment of hospital;
- Compulsory insurance against industrial accidents and occupational diseases;
- Costs of mission etc.

For certain categories of employees working in heavy and dangerous health conditions, the legislation provides for additional monetary or nonmonetary incentives.

The most common voluntarily provided by employers in Bulgaria components of the motivation package are:

- Additional medical insurance;
- Additional insurance against accidents at work;
- Voluntary life insurance;
- Provision of additional leave;
- Reductions in prices when eating;
- Payment of vocational training;
- meet the costs of transport;
- Provide an opportunity for credit;
- Provision of housing;
- Provision of a company car;
- Provide a parking space;
- Payment of phone;
- Payment of membership cards for sporting centers;
- Provision of childcare facilities;
- Discounts on the purchase of goods and services of the organization;
- Organization and holding of corporate events.

It is appropriate in parallel with the creation of a motivational package in the organization to develop a motivational system too and internal company documents defining the conditions and the mechanisms of material and moral incentives of the staff.

The economic and social nature of the motivation package is in control not only of the productivity growth of the individual employees, but also of increasing the motivation to achieve the objectives of both the workforce and the organization as a whole. The design and implementation of a motivation system in the organization include:

- Provided incentives:
 - material incentives
 - social benefits;
- Indicators for arriving at, which stimulate the personnel;
- Conditions of stimulation;
- Scale for the amount of stimulus;
- Sources of stimulation;
- Categories of staff who will be stimulated.

When building a motivation system in the organization the information and training of line managers is essential, but also the acquaintance of the personnel with the methods for evaluating

the results of labour and corresponding material incentives and benefits.

It is necessary for the management to evaluate the capabilities of the organization to put into practice the motivational system in a constantly changing production and market environment and, if necessary, adequate and timely corrections to be made.

4. CONCLUSION

There are different theories and practical applications of the motivation of human resources, because it is different for different people, but some key positions could be useful for the managers:

- there is no universal theory or practical approach to the motivation;
- motivation is a complex process, motivators that drive human behaviour are constantly changing;
- the manager is a key factor in the process of motivation that affects every stage of the motivation process of a person [9].
- a major motivational factor is the mechanism of "rewarding" as a result of precise and correct evaluation of the employee in the organization;

Every organization, depending on its abilities, the strategic goals and the market environment builds and implements its own system of staff motivation. It's hard to give universal recommendations for building a motivation system and a motivational package, because once established they quickly become old.

It is necessary for the professionals of human resources management to apply a creative approach and a continuous and systematic development and improvement of the system to motivate the personnel in the organization.

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