

AN INNOVATIVE MOTIVATIONAL SYSTEM TO ENHANCE THE SOCIO-ECONOMIC DEVELOPMENT OF AN EMPLOYEE IN AN ORGANIZATION

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Abstract

The study of the development of theoretical ideas about the content and regulation of motivational processes in the work world allows determining whether the socio-economic development of society changes the vector direction of motivational influences. The modern reality requires a different look at the process of motivating and motivating employees. It is important to realize that one of the key factors for the success of a company is the employees, i.e. the equitable exchange between the company and its employees. In this paper an innovative motivational system was proposed to enhance the employee contribution in an organization. The initial focus was on increasing labor productivity, stimulating physical activity, and motivation gradually improving the quality of work, stimulating creative activities, initiating and protecting employees in the organization. The loyalties of the employees are achieving the strategic goals of the company. On the other hand, it was satisfying the material and moral needs of the employees with the help of a comprehensive motivational system. In recent years, the focus of scientists and practitioners on solving staff motivation problems has increased.

Keywords:

Motivational Processes, Socio-Economic, Employees, Company, Labor Productivity, Creative Activities

1. INTRODUCTION

The interview method can be used to evaluate the labor incentive system. Interview - Face to face survey, getting information in person. This is not a communication, but an attempt to obtain information from a person - the respondent [1]. In contrast to dialogue, the roles of the interviewer are different: the respondent acts as the subject of research and the other as a subject. Summary of the Method: Interview questions are created for the company's employees or for the professionals who act as interviewers. After the interview, decisions are made about the labor incentive system and its impact [2]. Questioning is a system of logically consistent methodology and organizational-technical practices that are interconnected with one goal: to obtain objectively reliable data about the subject or process under study for their subsequent use in management practice [3]. The methods of justification include the following: the comparison method and the method of evaluating the economic performance of the bonus system in the company [4]. The comparison method allows you to compare the existing organization inducing employment in an organization in the food industry and other industries, with a similar structure to the advanced system of industry associated with an ethical level or state in the past [5].

The methods of evaluating the economic performance like the bonus system in the company. The effectiveness of the labor incentive system can be determined by the performance of the bonus system in the organization, which is the main form of its expression [6]. It can be considered an economically viable bonus

system, which generates the amount of pay in accordance with the indicators and the fulfillment of the conditions of the bonus and ensures that the effect is greater than or equal to the corresponding bonus portion of the salary [7]. The quality assessment of bonus system enhances the employee performance. When evaluating the performance of a bonus system, it is essential to provide a quality rating from the point of view of the performance of its operational purpose [8]. For this, the following are expressed: correspondence of the established indicators of the bonus for the work of the company; the amount of the incentive is valid. If the bonus is very low (less than 7-10% of the rate of pay, official salary) the bonus system will not have a trigger effect [9].

The structure of the employees and their level of education, age criteria, gender and other demographic characteristics, firstly, the needs of the workers and accordingly, the motives that motivate them to work, secondly, the policy of the management [10]. To achieve the goals and objectives of the company and to meet these needs. Workers' qualifications affect the quality of products, while at the same time requiring training with adequate education, or if the employee feels adequately qualified while working is a component of the safety factor. Complex equipment, mastering new technologies, changes in the law (tax, accounting, etc.). The Intellectual capital is a kind of capital, the owner of which is protected from exploitation in its classic hostile forms [11]. In the modern information society, a large number of employers are being hired, which fundamentally changes the objectives of their labor activities and allows them to talk about appearance [12]. Intrinsic motivation is to work in solidarity with the means of allocation and alienation based on the combination of labor force with the means of production through cognition. An important place is occupied by the organizational structure of management [13]. In management, several types of organizational management structures are known: linear, linear-employee, functional, linear-functional, team. Each structure has its own advantages and disadvantages. This should be in accordance with the policy of the production system and the number of employees in the company [14]-[16].

The shareholders and owners are having the company's shares. The largest share of shares is in the external environment, with a small percentage of the company's employees divided into so-called minority shareholders. They receive a lower percentage of dividends. As a factor of material motivation, it negatively affects the motivation of the work. In addition, if the company uses participatory management policies, the participation of employees in managing the company's operations will be reduced by the number of shares they hold, which will also negatively affect labor motivation. The vast majorities of external shareholders who seek to obtain large dividends by distributing profits in various investment schemes seek to pursue a profitable policy for themselves and are not interested in points such as increasing wages. Development of material incentives and social

infrastructure required for the natural and productive work of employees of various types of organization [17].

The Labor resources determine the position of the labor market in a particular industry or country as a whole. In times of economic downturn in the labor market, the demand for labor decreases and, accordingly, there is an increase in the supply of labor. This affair allows managers to reduce the pay of their employees almost painlessly because it is always easy to find others who want to work instead of retired employees, especially among employees who do not require high qualifications. For the same reasons, management may reduce other social costs. From the employees' point of view, the important thing is that in their approach to doing motivating factor work, the need for protection is expressed in the desire that they should not lose their job. Companies have a significant impact on motivation factors and the approach to work in general. The laws include the Labor Code of the Russian Federation, which replaces the existing Labor Code and the Tax Code of the Russian Federation, which regulate the collection of taxes. With the increased tax burden, managers are starting to pay their employees in envelopes rather than wages, and workers are trying to hide their income from taxation. However, this leads to the fact that employees, making large purchases, do not feel safe in front of the tax authorities, and this situation leads to a violation of internal harmony, and the incentive effect of obtaining a large income decrease. All of these components are related to the general need for safety - the second most basic need after what most working-age people enjoy. This factor is an important motivation, but it mainly occurs in joint ventures with state-owned enterprises, large joint-stock companies and foreign representative offices or with a large share of foreign capital [18].

Unions must enforce the social security of employees in accordance with the provisions of the current law and the collective agreement concluded in the organization on the basis of social partnership. In organizations where trade union organizations operate, there is a strong positive effect on labor motivation, as workers' social and security needs (including partial material, employees' contributions to the maintenance of the unions may be withdrawn. Indirect impact environment is understood as a factor that does not have a direct impact on the organization, but affects its functioning. These include factors such as the state of the country's economy, scientific and technological advances, socio-cultural and political changes, the influence of group interests and significant events to organize events in other countries.

2. LITERATURE REVIEW

The external factors that include the first group towards work dissatisfaction. They are also called health factors. The second group includes intrinsic factors at work, called triggers or motivators. These include factors such as success, promotion, recognition and approval of job results, greater responsibility for the work performed, and opportunities for creative and business growth [1].

The health factors are consistent with the described physiology and safety and security requirements. Motivational factors are comparable to the requirements of many higher levels, i.e. the requirements of recognition and self-expression. However,

there is a big difference between the two theories. Considered factors related to health as the cause of one or another behavior [2].

The elements of the external and internal environment, the system is meant to be the real world. Before developing a strategy for developing an effective motivational mechanism in an organization, it is necessary to analyze the impact on the employees of the components of the external and internal environment of the organization [3]. Information about the internal environment is essential for the management of companies to determine the internal competencies, including the goals that motivate employees and the ability that the company can trust in the competitive struggle to achieve its goals [4]. Scientific and technological advances, on the one hand, are an integral part of the economic development of the country and the influence of increasing labor productivity and productivity, on the other hand, leads to a significant reduction in jobs due to the introduction of automated control systems. Information, development of Internet networks, etc [5]. There is an increasing need for workers to have confidence in the future and security in securing their work. It forces workers to excel in related occupations, to master computer programs, and to promote socially oriented options. In addition, scientific and technological advances force managers to purchase new equipment and improve working conditions, which has a positive effect on employee motivation (e.g., acquisition of the latest computer technology for a team of programmers) [7].

The Socio-cultural and political changes have a motivating effect on the employees (employees) of the companies, but the leaders of the companies - the entrepreneurs, are guided in their activities by some motives [9]. To a large extent, these are the aims of the higher order: self-esteem, self-expression, power, success, involvement and so on. Incentives and employee motivation management can be very effective if the company management takes into account the factors that are considered to neutralize the effect of the negative and trigger the effect of the positive [10].

3. PROPOSED MODEL

The process of determining an employee's material pay, on the one hand, should take into account the employee's performance and, on the other hand, motivate him to achieve the desired level of performance. Material pay should be linked to socio-psychological and organizational-management factors: team recognition, participation in management decision-making, authority, privileges, interesting work, promotion, comfortable working conditions, etc. Therefore, during the theoretical study, the essence of employee motivation and motivation in organizations was considered, as well as the potential patterns of labor motivation were explored. Next, we will consider the key methods for evaluating the performance of the incentive system and the motivation for work in the organization, the application of which will be reflected in the analytical section of this work shown in Fig.1.

- Method of reporting the economic condition of the organization;
- A method based on creating desirable situations;
- Method based on participation in decision making;

- A method based on establishing distance with deputy officers.

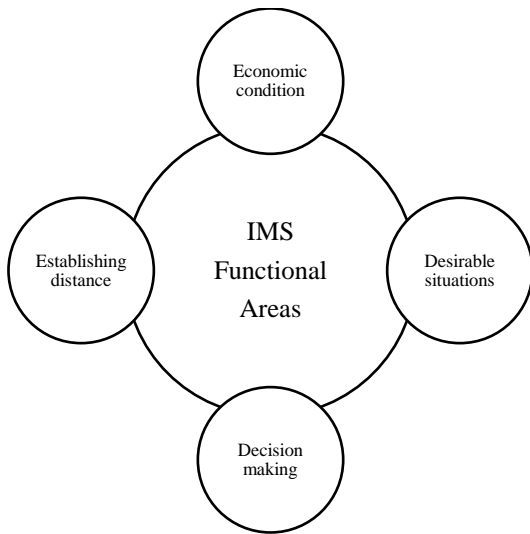


Fig.1. Functional Areas of Innovative Motivational System

The main lever of the material objective of employee management on the employees of the company is the material and work incentive system. There are seven general rules for material incentives for employees based on the similarity of material and moral motivations with the dominance of one subject:

- The material incentive system should be simple and understandable to every employee;
- The systems must be flexible, which makes it possible to immediately reward every positive end of the job;
- The amount of incentive must be economically and psychologically justified (more or less; more often, but less);
- It is important to organize employee incentives according to indicators that are considered appropriate by all;
- The Incentive systems should create a fair sense of material rewards for employees;
- The Incentive systems not only help increase workers' interest in personal work but also work in business relationships with other employees;
- The Employees need to see a clear relationship between the results of their work and the activities of the organization (what leads to employee errors and what leads to the success of each of them).

The problem under study is divided into several sub-issues, individual tasks and components subject to expert evaluation shown in Fig.2

- Problems, ancillary issues, tasks, their components are arranged in the end tree;
- Significance coefficients of each task, each element is determined;
- Estimates put forward by individual experts are subject to open discussion.

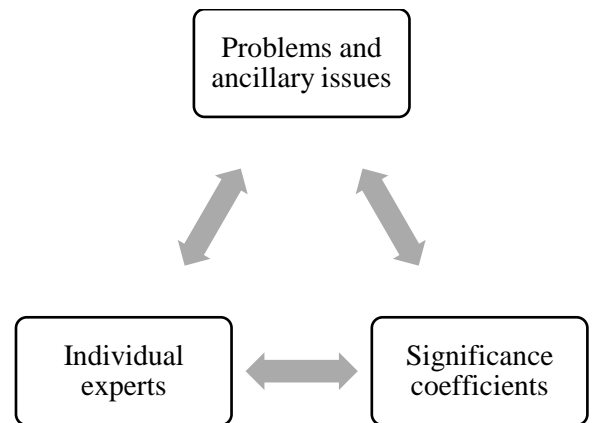


Fig.2. Key factors of innovative motivational system

The motivational mechanism for managing the behavior of employees is based on factors such as the organization's set of procedures and rules for performing activities and tasks designed to achieve the goals of the organization and management's perception of the real interests, objectives, and needs of the working people. In the company, ways to satisfy them, significant values and terms.

This estimate is given to the employer from the profit position of its application. Completion of the bonus indicator during the performance assessment (U_d); Comparing the indicator performance level during the base period or some other level of performance of the indicator taken as the base (U) and determining the magnitude of the indicator change; Determining the effect in monetary terms derived from changes in the indicators of the bonus (A); Comparative economic effect of determining the appropriate bonus payment and the absolute or comparative performance of the bonus system. The overall performance of the bonus system (A_e) is understood differently from the effect of the change in the level of the bonus indicators (ED) over the period under review and the value of the premiums paid (P) associated with this change.

$$A_e = A - P \quad (1)$$

Comparative performance (O_e) is the ratio of the economic effect to the amount of premium paid from changes in the level of bonus indicators. Absolute and comparative performance indicators are used to compare bonuses according to their profit margins to different systems. The result formula is calculated on the basis of the monetary value obtained by direct comparison of the achieved and the basic level indicators:

$$A = B = Y_d - Y_b \quad (2)$$

This is very relevant when calculating the economic impact of long-term bonus systems; take the average level of indicator performance over a period of time. When calculating economic performance, the cost of the bonus should be taken into account in addition to the predictions due to the bonus for additional budget federal funds (pension fund, fund).

Therefore, according to the bonus system, one can determine the incentive system for work in the company. If the cost of the bonus method is low, then the labor stimulus system effectively fulfills its stimulus role (function). Methods of analysis include: computer analysis, performance-cost analysis and expert-analytical evaluation method (expert evaluation method), pattern

method. The essence of the method is as follows. A systematic analysis of the state of the labor incentive system serves several purposes shown in Fig.3:

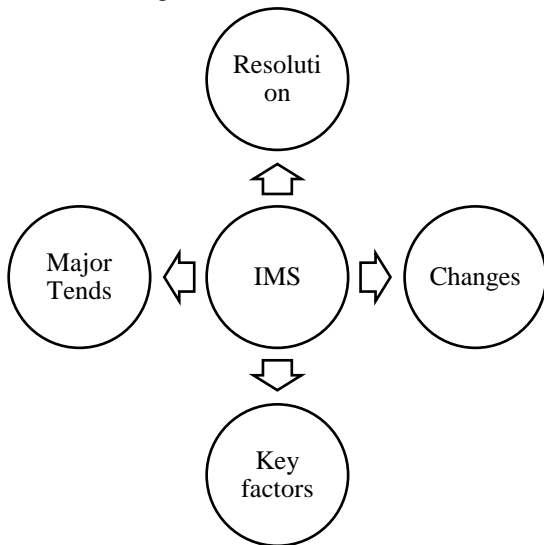


Fig.3. Systematic analysis of proposed model

- Resolution of the current arrangement of the incentive system;
- Identify changes in stimulus status in the spatio-temporal environment;
- Identify the key factors that cause changes in the state of the stimulus system;
- Predicting major trends in the future state of the stimulus system.

The systematic approach guides the researcher to study the labor motivation system as a whole and its components: goals, activities, structure, mechanisms (methods) of motivation, information; identify the types of connections of these components between themselves and the external environment (other sub-systems, for example, the pay system, the quality system) and bring them into a complete picture. The more inconsistencies and inconsistencies, the lower the performance stimulus system works.

4. RESULTS AND DISCUSSION

The proposed innovative motivational system (IMS) was compared with the existing organizational systems mechanisms (OSM), The Drivers Employee Engagement (DEE), The research on IT employee engagement (ITEE) and Knowledge of Employee Engagement Factors (KEEF)

Economic motivation methods (salary, bonus, benefits, interest, profit sharing, equity, surcharge); motivation is seen as a means of meeting not only physiological needs but also the need for protection. The amount of salary can be seen to reflect the level of respect and the level of position. If the growth of pay reflects the qualifications of the employee, it is an indicator of the most commendable employee leadership, prestige and status. Some teachers see pay as a means to an end. The comparison of economic motivation methods is shown in Table.1.

Table.1. Comparison of economic motivation

Employees	OSM	DEE	IREE	KEEF	IMS
100	41.52	51.57	67.97	85.35	94.28
200	39.85	50.44	65.04	84.09	91.81
300	38.18	49.31	62.11	82.83	89.34
400	36.51	48.18	59.18	81.57	86.87
500	34.84	47.05	56.25	80.31	84.40
600	33.17	45.92	53.32	79.05	81.93
700	31.50	44.79	50.39	77.79	79.46

Social motivation (general recognition, gratitude, admiration, divinity, contempt); motivation methods are similar to those commonly used in employee management. The most common of them are widely used in the management of other goods (manufacturing, overall national economy): administrative, economic, social and a large number of specific private systems. Personnel management and, in particular, labor motivation should be based on the principles of a systematic approach and analysis, i.e. involving the entire staff of the organization, incorporating specific decisions into a sub-organization, taking into account their impact on the organization as a whole. The comparison of social motivation methods are shown in Table.2.

Table.2. Comparison of social motivation

Employees	OSM	DEE	IREE	KEEF	IMS
100	37.90	50.09	63.50	82.20	91.01
200	35.91	48.14	61.47	81.00	89.81
300	33.92	46.19	59.44	79.80	88.61
400	31.93	44.24	57.41	78.60	87.41
500	29.94	42.29	55.38	77.40	86.21
600	27.95	40.34	53.35	76.20	85.01
700	25.96	38.39	51.32	75.00	83.81

Psychological motivation patterns (self-importance, indifference, inferiority complex, ineffectiveness); It's analyzing and deciding employee-related decisions by taking into account external and internal environmental factors. In companies where wages do not reach high levels, the managerial and socio-psychological methods of employee management are most applicable. In organizations where material promotion plays an important role, economic motivation methods are used, but one should not forget about the methods of social and psychological influence. A holistic goal approach should be used. The comparison of psychological motivation methods is shown in Table.3.

Table.3. Comparison of psychological motivation

Employees	OSM	DEE	IREE	KEEF	IMS
100	53.33	47.37	60.57	89.44	89.17
200	51.34	46.99	58.60	77.69	87.91
300	49.32	45.86	57.13	76.76	86.91
400	47.32	45.23	55.33	68.62	85.74
500	45.32	44.48	53.61	62.28	84.61

600	43.31	43.72	51.89	55.94	83.48
700	41.31	42.97	50.17	49.60	82.35

Power-driven methods (promotion, granting additional powers); the motivation of the staff should be constantly improved and improved. To do this, you need to know which direction to move, what changes and in which area of the stimulus system to implement. This is possible only after evaluating the labor incentive system already in place in the company. Therefore, there specialized methods for evaluating labor incentives. But, as already mentioned, part of the incentive system is the employee management systems in the organization, therefore, methods for evaluating the employee management system can be used to evaluate the labor incentive system. The comparison of power-driven motivation methods is shown in Table.4.

Table.4. Comparison of power-driven motivation

Employees	OSM	DEE	IREE	KEEF	IMS
100	59.93	57.64	66.72	85.99	93.11
200	58.30	55.90	65.14	84.57	91.82
300	57.82	53.56	62.94	83.31	90.81
400	56.57	51.62	61.15	81.94	89.61
500	55.52	49.58	59.26	80.60	88.46
600	54.46	47.54	57.37	79.26	87.31
700	53.41	45.50	55.48	77.92	86.16

Socio-psychological methods include the social activity, exchange of experience, critique, self-criticism, collective bargaining, agreements, guidance, counseling, personal example of a leader, creation of orientation conditions, methods of managing personal and personal behavior, business, management and professional ethics. The comparison of social motivation methods are shown in Table.5.

Table.5. Comparison of social motivation

Employees	OSM	DEE	IREE	KEEF	IMS
100	56.53	52.75	61.31	81.32	89.92
200	54.42	50.46	60.17	78.85	89.55
300	52.31	48.17	59.03	76.38	89.18
400	50.20	45.88	57.89	73.91	88.81
500	48.09	43.59	56.75	71.44	88.44
600	45.98	41.30	55.61	68.97	88.07
700	43.87	39.01	54.47	66.50	87.70

Methods of moral motivation (personal or public recognition, praise and criticism); Elements of the company’s external environment are understood as factors outside the company because the company depends on the outside world for the distribution of open systems, energy, employees, and consumers. Companies need to adapt to their environment in order to survive and function effectively. Such environmental factors can be called factors of macroeconomic impact. The comparison of moral motivation methods are shown in below Table.6.

Table 6. Comparison of moral motivation

Employees	OSM	DEE	IREE	KEEF	IMS
100	52.93	48.53	57.97	77.41	87.91
200	51.12	46.80	56.82	75.69	87.54
300	49.31	45.07	55.67	73.97	87.17
400	47.50	43.34	54.52	72.25	86.80
500	45.69	41.61	53.37	70.53	86.43
600	43.88	39.88	52.22	68.81	86.06
700	42.07	38.15	51.07	67.09	85.69

5. CONCLUSION

The Dignity of the proposed method of evaluation and its operation does not require the direct participation of workers in the company, respectively, low costs; you only need to analyze the documents by indicators. But at the same time, the incentive system works for, for whom it operates - the workers of the company, their opinions are not taken into account. This is the flaw of this evaluation system. Functional and cost analysis of the Labor Incentive System is a method of technical and economic research on the activities of the incentive system in the organization, which aims to find ways to improve and reduce the cost of organizing the incentive system. Increase its effectiveness. The proposed expert-analysis method is one of the most common methods for evaluating labor motivation only. This evaluation method is based on rational reasoning and the intuition of highly qualified professionals. There are many complex methods that allow for greater accuracy in analyzing and evaluating the performance of an employee-driven organization in an organization, which requires a large amount of initial data, but in most cases, especially in the early stages of development of an employee-driven system within an organization, there is a special sense in using them.

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