

## **INTRINSIC MOTIVATION AS A TOOL OF PERSONNEL MANAGEMENT**

Increase of entity's efficiency is currently possible only by increasing the level of personnel efficiency which requires more management attention, while integrity of personnel motivation system has an important role. Clear instruments and incentives are required for implementation of motivation systems.

It is proved that staff's interest in successful, productive activity of the entity and its economic feasibility is higher when more motivation is provided to personnel. Ultimately this leads to increase of labor efficiency of the team all collective of the enterprise and has a positive effect on overall performance of the whole entity [1].

Personnel motivation has been widely considered throughout the history of the world economy. However, it is currently impossible to say that universal tool of motivation exists. Moreover, classic approaches do not give the expected results in current environment. Thus, the need to identify new approaches to personnel motivation is one of the main components of further personnel management efficiency growth in any entity.

Balanced development of an entity and its stable growth depend directly on personnel management and require a full commitment from employees, which can be achieved by the discovery of intrinsic motivation. But, traditionally, the concept of intrinsic motivation does not imply quantitative evaluation of motivational characteristics, and therefore it is extremely difficult to understand the connection to increase intrinsic motivation and efficiency of management of the entire organization.

New tools of motivation of an entity are required to assess the level of the intrinsic motivation of the personnel, to forecast the growth of labor efficiency and assess the risks of motivation policy introduction, which is based on intrinsic incentives.

It should be noted that intrinsic motivation is person's desire person to perform certain tasks for no particular reason, whereas external motivation implies purposeful, even intangible, stimulation by management. Special role is given to monetary reward. At first glance, the interdependence between the level of motivation and remuneration undoubtedly high. Money is traditionally considered to be the major factor that forces employees to work better. Thus, permanent increase in wages or provision of additional bonuses could be considered effective universal motivation. These incentives may not necessarily be expressed in the form of direct wage increases, they can be in the form of shares, options, special pensions, as well as indirect benefits like free parking, a membership in a club (of interest), assistance in obtaining necessary education, corporate loans etc. Financial motivation is the easiest way to influence the organizational behavior of employees [2].

The relationship of the monetary motivation with increase of entity's

efficiency will help to attract and retain the most talented employees. In most cases, the best students are attracted by organizations, which widely use performance related pay system. Thus, to remain efficient, businesses should benefit from the use of financial rewards to promote long-term loyalty of the staff.

However, we should not forget that the best employees may not be truly loyal to the company, where the high salary is the only advantage. Indeed, the monetary aspect is the key factor of personnel efficiency, but it is not the driving one. At the recruitment stage salary is assessed as the key factor for decision making, but after employment its role is changing dramatically.

Undoubtedly, modern employees require adequate appreciation of their efforts, which is reflected in the wages. However, in addition to fair compensation, personnel needs some degree of autonomy in goals setting, time and method of their implementation, the entity's support of self-development and professional growth and, of course, getting pleasure from the work itself. These principles are key nodes of intrinsic motivation.

Thus, the mechanism of intrinsic motivation can be applied using the following components:

- opportunity to choose the time, place and the team to do their job;
- the desire for continuous professional development, representing the most interest;
- impact of work on achievement of personal objectives of the employee;
- possibility of self-realization and self-assertion;
- communications needs.

Such a comprehensive approach will allow determining the impact of motivation on the final result of activity of both the employee and the entire management policy and its efficiency.

References:

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2. G.N. Fidel'man: Al'ternativnyj menedzhment: put' k global'noj konkurentosposobnosti / G.N. Fidel'man, S.V. Dedikov, Ju.P. Adler – M.: Al'pina Biznes Buks, 2005. – 186 s.