
Factors which can motivate and demotivate employees

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Tourism has now become the world’s largest industry. Out of all service sectors, tourism is one with the highest potential for growth. Employees are the lifeblood of any tourism organization and a motivated staff is considered a competitive advantage in the workplace. That’s why every manager should find out what motivates staff to give their best at work and what demotivates them. Motivation has been identified as the force that impels people to choose a particular job, to stay with that job, and to try hard. There are two types of motivational factors: tangible and intangible rewards. The usual approach to motivation involves financial incentives. However nowadays employers are beginning to see that the secret of employee satisfaction is using intangible enrichment rather than material rewards. According to the results from a survey conducted by Westminster College U. S. here is the list of the top motivational techniques for employees: 32 % prefer a boost to their morale; 27 % love praise and recognition; only 18 % appreciates monetary awards [1]. As we can see in the modern American workplace, social rewards have gained more attention. Here is a list of 7 incentives that would motivate employees at work: 27 % prefer more opportunities; 20 % prefer career development opportunities and training; 15 % are in need of a flexible work condition; 10 % wanted a better work relationship with co-workers; 8 % look to a more challenging work environment; 7 % prefer a healthy relationship with the manager; 6 % prefer clarity about work preferences and career goals [1].

There is no doubt that culture plays a vital role in how reward systems are designed. How do standards differ in our country? To answer this question we
have conducted research to find out what can motivate and demotivate Belarusian employees. Here are the results: 69% wanted monetary rewards; 25% prefer career development opportunities and training; 6% wanted varied and interesting work. It has been discovered that in our country a pay rise is the strongest motivator. Offering a desirable salary and other physical forms of compensations is important for a number of reasons. When companies pay their employees low wages it sends the message that their work is not valued. But the main reason why financial rewards are important is the fact that they are useful for obtaining so many other desirable things such as good food and shelter, social status, possibility to enjoy increased leisure [2].

Comparing average salary levels of highly developed countries and our country we can see that salaries in Belarus are much lower. That’s why for Belarusians pay is a more significant motivator than for people from prosperous countries. It is worth mentioning that money is not the only motivator and it is not the primary motivator for everyone. In a task-oriented business world career development opportunities, varied and interesting work are very important. All these activities enable staff to look forward to going to work, stay engaged during the day and achieve professional goals. Along with above mentioned factors there are some others that Belarusian employees find motivating. Among them are better work relationship with co-workers and the manager; clarity about career goals; flexible work condition; praise and recognition. Employees who are happy and motivated are more productive and efficient. It’s crucial for every manager to know not only the factors that can motivate employees but also the factors that can demotivate them. Demotivation has been identified as the force that makes people lose their enthusiasm and interest to work. That’s why it’s important to be aware of it and to recognize and tackle it without delay. But to tackle demotivation effectively, managers must know the reason for it, so that they can pick the right tools and strategies to get their employees motivated again. The research conducted in the USA revealed the main causes of employee dissatisfaction at work. Here are the results: 33% lack of appreciation; 27% too much paperwork; 23% problems with supervisors; 22% poor pay and benefits; 20% lack of training; 20% lack of opportunity; 16% problems with co-workers; 9% boring job [1]. According to the findings of our research the list of the top demotivational factors for Belarusian employees includes: 40% unsatisfactory payment; 22% boring and uninteresting work; 11% lack of clarity in work; 8% lack of appreciation and recognition; 6% too much work; 5% no development opportunities; 5% problems with supervisors; 3% problems with co-workers. It is important to remember that demotivation is contagious and can spread throughout the whole organization. It may cause significant damage to the effective performance of companies. It is
up to the managers to find out if their employees are demotivated, what is causing it and how to eliminate these causes.

In conclusion, it’s necessary to note that employees are essential to any company. They help keep the everyday operations of business running, and are an invaluable asset to company’s work. That’s why keeping them motivated is so important. While most managers think money is the biggest motivator, it may not work for everyone. Some employees are better motivated by praise, recognition and good working atmosphere. Culture also plays a role in how managers reward employees. For example, in the U. S. the majority of employees prefer intangible rewards over financial ones. While in Belarus money is the most important motivator. That’s why managers should strive to balance tangible rewards with intangible ones. Nurturing employees’ passion for their jobs will only help companies grow and succeed.

Literature
