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BUILDING A MOTIVATION SYSTEM IN STARTUPS IN BELARUS

The relevance of the conducted research is due to the need to understand the specificity of the formation of labour motivation systems as a tool in innovative companies of early phases of development [4]. The research paper considers the factors that influence motivation. Additionally, the google survey version is analysed, which in theory is able to predict human behaviour at work.

At present, startups in Belarus have started to pay more and more attention to building an internal motivation system. The activities of such projects are associated with a high degree of risk, that is why the problems of employee motivation in innovative companies in the early phases of development are particularly important. This study is devoted to the process of building a motivation system in startups.

The aim of the study is to identify the most effective strategies of personnel motivation in startup projects in Belarus.

Considering objectives, it is important to point out the next ones:

1. Identification of the main approaches to employee motivation;
2. Identification of typical problems startups face when building a motivation system;
3. Analysing the survey on the factors that influence motivation.

Motivation is the process of developing the internal motivational forces of an employee to achieve personal goals or the goals of the organisation. For successful development of startups, it is necessary to properly design and implement a team motivation system based on the already existing types [1].

Work motivation is considered an essential catalyst for the success of organisations, as it promotes employees' effective performance. To achieve an organisation's objectives, the business leader depends on the performance of their employees.

There are 5 main types of motivation that influence performance and work and define the types of employees in organisations [2]. These include:

1. Instrumental motivation. Work is not a significant value for the employee and is seen only as a source of income.
2. Professional motivation. Workers of this type are independent and are characterised by developed professional dignity [2].
3. Patriotic motivation. For workers of this type, public recognition of participation in common achievements is important.
4. Possessive motivation. Such workers will perform their work to the best of their ability without insisting on high pay.
5. Lumpenised motivation. Such a worker has very little motivation to work effectively; he/she has low qualifications [2].

Factors affecting the effectiveness of motivation system in startups include the following types:

1. External. Motivators that drive an employee to perform tasks by working through the desire for reward or avoidance of negative consequences [3].
2. Intrinsic factors. Encourage an individual to engage in activities out of personal satisfaction or interest [3].
3. Social insurance factors. Influence motivation directly through the satisfaction of the need for security and well-being [3].

According to the data, the most effective strategies of staff motivation in start-up projects in Belarus are increasing employee engagement, increasing productivity by creating a stimulating workspace, enhancing creativity and innovation (see fig.1) [4].

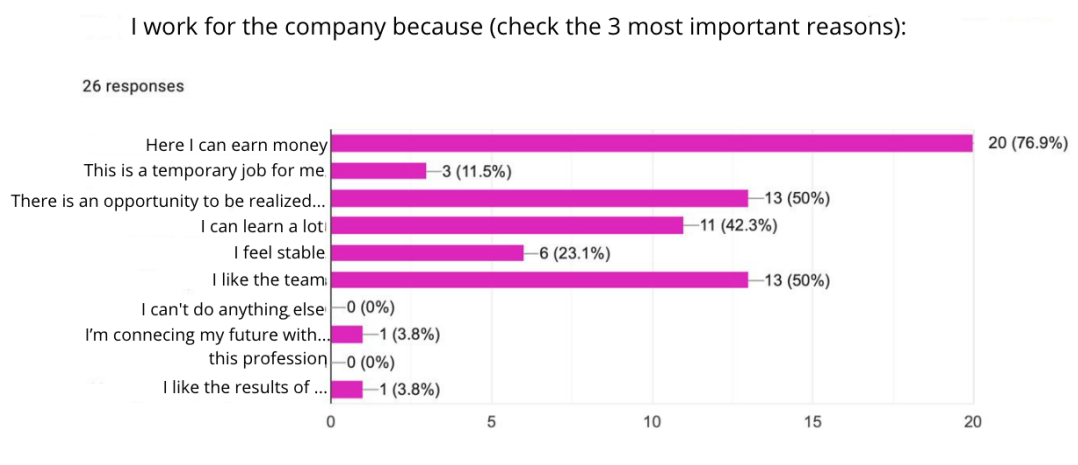


Fig. 1. Reasons for working in a company in Belarus

Identification of typical problems startups face when building an incentive system can be characterised as a problem of execution efficiency, lack of energy and enthusiasm and maintaining reputation (see the fig. 2) [5].

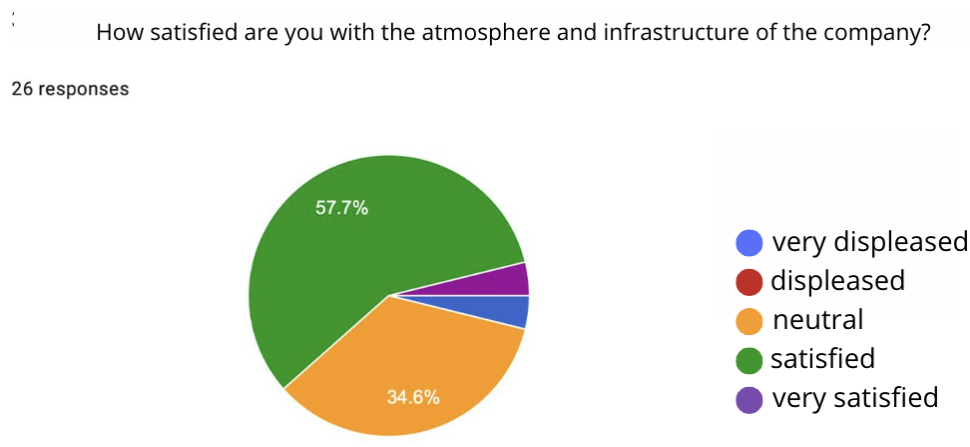


Fig. 2. Identification of the level of satisfaction in the workplace

In this way, by surveying and researching the first chart (see fig. 1), it appears that 50 % of our respondents have the opportunity to be realised in their chosen career path. This survey result shows us that business leaders use such strategies as Increasing employee engagement and enhancing creativity and innovation when building motivation systems in startups in Belarus. It should be added that the leaders of innovative companies in Belarus build motivation systems based on the results of various researches on the motivation of employees to work. And on the basis of the survey data they introduce new strategies to increase motivation in their companies. This is confirmed by the results of a survey in the second diagram (see fig. 2).

Thus, when building a motivation system in start-ups in Belarus, it is necessary to take into account the factors affecting employee motivation, the selection and application of the above-mentioned strategies and also the identification and management of typical problems faced by start-up managers. All these together will guarantee the realisation of innovation and support the process of invention and generation of new competitive business ideas.

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