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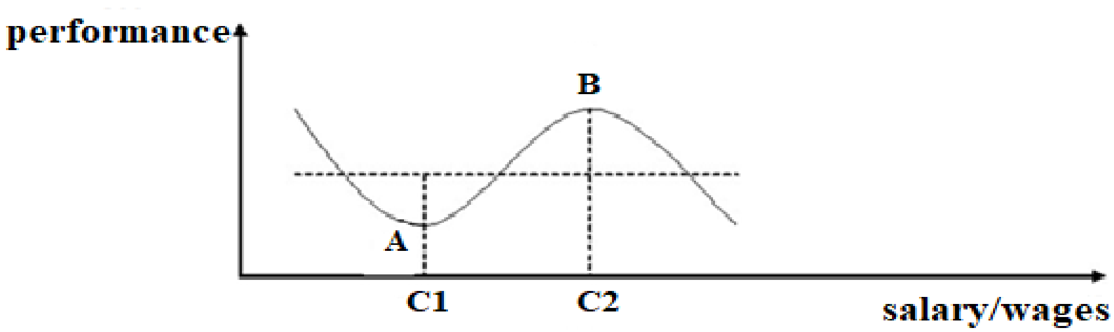
MOTIVATION IN BUSINESS

Human Resources Management is a field of knowledge, whose aim is to ensure the best results of the company's performance with the help of its staff. It's the process of hiring and developing employees so that they become more valuable to the organization. Managers everywhere want teams that are effective, focused and committed to organizational goals. There are four basic functions a manager performs: *planning, organization, control* and *motivation.*

The importance of motivation in business can't be overestimated. Motivation is important simply because it allows the manager to meet and even exceed his own organizational goals. In fact, without a motivated workforce the organization will be in a very insecure position. There are numerous benefits of motivating employees: costs savings, increased quality, increased product value, contribution to a better society.

The most important types of motivation used in business are *material* and *nonmaterial*. Material motivation includes wages, bonuses, additional payments for conditions of work and the percentage of revenue.

Common misconception is that the more an employee is paid, the more efforts he makes. *Material* motivation can work only for some time. *Stimulation curve* visually shows it. This is a graph showing level of performance on the vertical axis and level of wages or salary on the horizontal axis.



According to this curve, there is a direct relationship between the level of performance and wages. It shows that if an employee gets more money for his work his performance will improve. But when the salary is becoming higher the employee prefers decreasing his efforts. It happens because he can meet his needs with a less amount of money than he earns**.** So, point B is the best solution for both the manager and the employee.

When the salary is decreasing, the employee starts doing his best, because he wants to survive, as he is short of money. But if the employee doesn't earn enough for a living he makes less effort on his job or tries to find a second one, which results in bad performance on every job [1].

Nonmaterial motivation isn't related to economic factors. Public praise, good working conditions are most common methods.

But how a manager can apply these types of motivation in practice?

At first, every manager should understand what his employees really need. For example, when a worker is about to buy a new home, or has some unexpected medical bills, or has children in college, he is much more materially motivated.

But for most people, most of the time, when they are able to comfortably pay their monthly bills, their self-esteem quickly turns to other factors that have much greater significance: having the respect of peers and colleagues, feeling like a valued part of a team, being involved and informed about what's going on in the company, and doing meaningful and interesting work [2].

Competent managers use both material and nonmaterial motivation in their practice, though nonmonetary forms are generally more effective motivators than monetary ones. Such nonmaterial motivators include praise and recognition, challenging work, and growth and development opportunities. Employees must be given frequent feedback about their performance. All of them need to be recognized when they do good work in their jobs, though many employees report that they seldom receive such incentive as verbal praise. Employees stay motivated to perform their best if their managers trust and respect them and help them improve performance by creating a supportive work environment.

To sum up, motivation affects the way employees perform. To achieve the best possible results managers should understand what their subordinates really need, and competently combine material and nonmaterial motivation.

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