

THE CONCEPT OF LABOUR MOTIVATION OF THE MODERN RUSSIAN SCIENTISTS

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ABSTRACT

One of the main tasks of personnel management in organizations is the creation of effective system of motivation and stimulation of labour. Scientists for decades have researched the motivation of labour activity. The results of these surveys were recognized as the classical theory of motivation. In the XXI century the Russian scientists propose the models created in accordance with modern economic conditions of Russia. Study of the motivational profile of the employee is also a necessary diagnostic method for assessing existing system of labour motivation. The Russian authors have proposed a number of methods to most accurately determination of the dominant needs of personnel to improve the system of motivation and stimulation of labour activity. Analysis, study and application of concepts, methods of diagnostics of the motivational profile of the individual will help to assess and continue to improve existing one and to create an effective system of motivation and stimulation of labor in any organization.

Keywords: *system of motivation of labour, stimulation of labour activity, theories of labour motivation, motivational profile of the employee*

INTRODUCTION

Labour motivation, being one of the fundamental techniques of personnel management, encourages employees to achieve goals for them personally and for the organization. To review the mechanisms of motivation to work, it is important to understand the basic models of substantive and procedural nature, the implementation of which in practice needs for special mechanisms. The first studies in this area appeared in the United States. Substantial theories of motivation by A. Maslow, D. McGregor, F. Herzberg and D. McClelland tried to determine what motivates a person, what needs. Procedural theories of motivation emphasized on the fact that people's behavior is formed not only under the influence of the dominant needs but is also defined by: perceptions, expectations, possible consequences of chosen type of their labour behavior. The theories by V. Vroom, S. Adams, B. Skinner, E. Locke, L. Porter, E. Lawler, and others have described the dynamics of interaction of different motives and incentives, and research, how a human behavior is encouraged and directed. Eric Klinger, who has studied the emotional response of an individual to a stimulus, said on the significance of the stimulus (W. Miles Cox, Eric Klinger, 2004). A study of contemporary directions in the study of motivation is collected in the work "Labour Motivation in the context of the global economy": such scientists as M. Erez, D. Eden, M. Friz and others are studying the various components of internal and external motivation (Miriam Erez, Uwe Kleinbeck, Henk Thierry, 2001). Aspects of the modern motivational theory of self - determination (SDT), based on the psychological needs of the individual are studied by scientists from different countries (Marylene Gagne et al., 2014). E. Deci, M. Ryan, the founders of this theory are studying the driving forces, inherent

for a person, which can lead to effective result and what impact will contribute to this (E. L. Deci and R. M. Ryan, 2014, pp.13-33). Modern Russian scientists, while studying the psychological and social aspects of motivation and stimulation of labor activity, emphasize on organizational and economic study of mechanism of the motivational activity of staff of the organization.

METHODOLOGY AND METHODS

The study of labour motivation is a complex task, addressed by researchers at different levels and from different theoretical and methodological positions. Motivation is initiated by the presence of person's unsatisfied need when there is a person's awareness of dominant needs in any particular moment of time, which prompts him the choice of this or that behavior to satisfy this need. A. A. Litvinyuk, B. M. Genkin, S. A. Shapiro in their research and development of author's concepts focus on analysis, ranking and periodization of displaying of dominant individual needs. Labour behavior is determined by the combined influence of external and internal motivating forces. The effective management of labor motivation of the organization depends on a mechanism to satisfy these motivations. If this mechanism works, then the consequence is a desire for professional growth, high labour productivity, formed in the individual. Theoretical research, presented in a form of concepts and models of motivation and stimulation of labor, were led by such scholars as A.J. Kibanov, E.A. Mitrofanova, N.A.Tyuleneva, A.N.Vashchenko, V.N. Eye, O.P.Chekmarev. The formation of the effective system of motivation and stimulation of labor activity in the organization is impossible without taking into account the individual characteristics of the workers. The development of author's methods of diagnostics of the motivational profile of the personnel was led by S.A. Shapiro, V.I. Gerchikova, A.V. Rebrov, L.G. Milyaeva. The efficiency of existing systems of motivation and stimulation of labor activity is possible only while keeping the motivational profile of the employee. The development of certain stimulus actions will allow to carry out the main task of each organization - to create a competitive advantage. Its implementation is possible by the account of results of researches presented by Russian scientists in the form of concepts, models of motivation .

RESULTS AND DISCUSSION

Active dominant needs are the object of study for many scientists. Created substantial theories of motivation try to consider the needs of the employee, motivating him to action, especially in determining the scope and content of the work. Modern Russian scientists systematize person's needs for research and analysis of internal stimuli - internal motives for labor. Personal goals, values, capacity and needs of the individual define and shape the labor behavior of a human. B.M. Genkin grouped all the needs of the individual in two blocks: the needs of the existence and needs of achieving the goals of life [Genkin, 2011, p. 39]. The first group includes the needs of physiological safety, belonging to; the second — all the rest needs: from the highest spiritual to wealth and power. The second group of needs is formed only after reaching the basic levels of satisfying the needs of existence. The transition from one group of needs to another is possible under the influence of attractors (interests, values, inspiration) which depend on the abilities of the person and the conditions for their implementation. The scientist notes that the motives of achieving the goals of life objectively can't have borders of satisfaction. Graphically B.M. Genkin represented the sequence of the formation of human needs as follows (Pic.1);

Achieving a basic level of satisfaction of needs of existence (physiological safety)

I

The action of the factor of self-realization

I

Formation of a need to achieve life goals (wealth, power and recognition, creativity in art and science, spiritual development)

I

The new factor of self-realization

I

The formation of the new demand of achieving the goals of life

Pic.1. The sequence of formation of human needs by B.M. Genkin [Genkin, 2011, p.45].

The model of formation of human needs by B.M. Genkin takes into account both psychological and economic aspects of human behavior and partly adds to the classic substantial theories of labour motivation.

Analysis of existing substantive theories of motivation allowed C.A. Shapiro to formulate the concept of cycles of labour motivation. According to this concept dominant needs of the employee are satisfied at different stages of the life cycle of a person and periodically are actualized. The scientist says that employee's motivation is undergoing cycle inherent to the individual's needs in its development. Under the proposed concept, S. A. Shapiro proposes to allocate six groups of needs [Shapiro, 2015, p. 100].

need for information,

need for material wealth

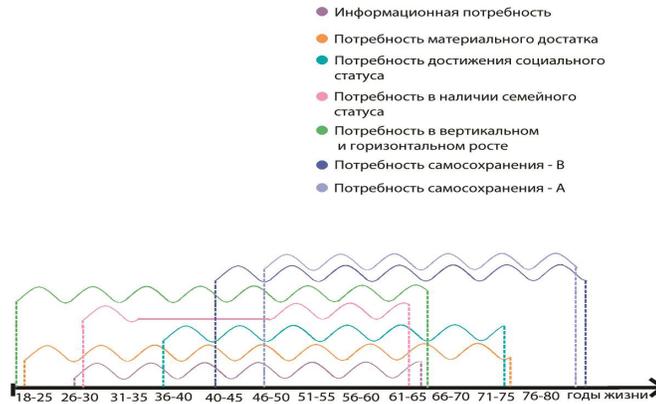
need to achieve social status,

need of the presence of marital status,

need of vertical or horizontal growth

need of self-preservation (A - the preservation of achieved results, B – the provision of security, permanent employment, good health).

Cycles of motivation of the individual are presented by S. A. Shapiro graphically (Pic.4);



Информационная потребность	need for information
Потребность материального достатка	need for material wealth
Потребность достижения социального статуса	need to achieve social status,
Потребность в наличии семейного статуса	need of the presence of marital status
Потребность в вертикальном и горизонтальном росте	need of vertical or horizontal growth
Потребность самосохранения-В	need of self-preservation B – the provision of security, permanent employment, good health
Потребность самосохранения-А	need of self-preservation A - the preservation of achieved results

Pic.4. The concept of cycles of motivation [Shapiro, 2013, p. 190]

S. A. Shapiro has identified 11, and in some cases more, five-year time cycles (except the first eight years). Thus, using the concept of C.A. Shapiro it is possible to correlate the prevailing needs, depending on the age of the employee and therefore, take into account more the needs of the individual in the formation of a system of stimulating labour activity.

Studies of labour motivation, conducted by A.A. Litvinyuk, allowed him to develop the concept of the motivational complex of labour, reflecting a set of interrelated and interacting motives of labour activity [Litvinyuk, 1997, p.52]. The concept of A.A. Litvinyuk includes the specification of the motivational process in general, which in turn, makes it possible to predict labour behavior within the organization. A person tends to work effectively only for the things, he is consciously experiencing a strong demand [Litvinyuk, 2015, p. 146]. Identified in the process of analysis motives, affecting the staff, the author has united into five main groups :

The first group – acquisition as motives associated with getting by a person a fee for the work performed (both material and moral encouragement). Acquisitional motives initiate the activities associated with a creative approach to its implementation, expanding the scope of activity. At the present stage of socio-

economic development of Russia with a relatively low living standard of the population, the scientist points out that the group of the reasons for the acquisition, strong dominants in the analysis of the reasons for the choice of specific forms of organizational behavior of employees in their organization [Litvinyuk, 2015,p. 164].

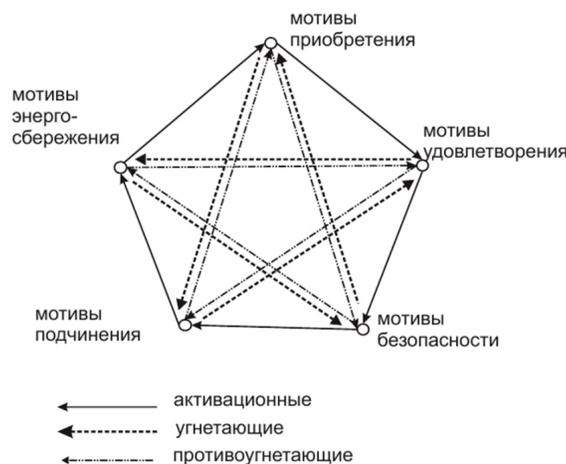
The second group - the motives of safety based on the human desire to avoid any unwanted sanctions, punishments as a result of the activities. The safety motives direct the person to protect the stability of his existence and allow him to implement control functions through administrative and legal impact to the controlled object. The set of motives in the first and second groups is reflected in one of the first models of motivation – the models of "a carrot and a stick."

The third group – the motives of energy saving, based on the human desire to carry out labor activity, requiring the least energy expenditure and psychological stress, which is determined by biological factors. Social development of a person often pushes him to the energetically unfavorable form of the work for purposes beyond his existence as a purely biological object.

The fourth group – the motives of subordination, based on the human desire to participate in the labour acting according to the rules, accepted in the organization to meet future needs of the employee (activities within the group more profitable, safer and less energy intensive).

The fifth group - the motives of satisfaction, based on the fact that the person chooses such employment, which causes positive emotions, either in the process of work itself, or in the achievement of results of labour activity. According to the author of the concept, the motives of satisfaction play the role of a filter that prevents the individual from getting unwanted energy or orientation [Litvinyuk, 1997,p.31-35].

All five groups of motifs interact through three types of links: activation, stressing and anti-stressing [Litvinyuk, 1997,p.57]. When the strength of influence of one group of motives increases, the action of the activation relations is manifested as a strengthening of another group of motives, and the action of the stressing ones – as a weakening. Anti-stressing linkages, according to Alexander Litvinyuk, reflect the desire of the motivational complex to maintain its stability by compensating the influences of the stressed groups of motives for stressing. The integrated structure of three types of linkages of motivational complex of labour activities, in accordance with A.A. Litvinyuk, is as follows (Pic. 2);



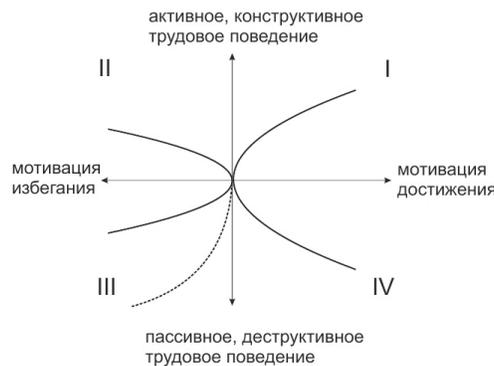
мотивы приобретения	Motives of acquisition
мотивы удовлетворения	motives of satisfaction
мотивы безопасности	motives of safety

мотивы подчинения	motives of subordination
мотивы энергосбережения	motives of energy saving
активационные	activational
угнетающие	stressing
противоугнетающие	anti-stressing

Pic. 2. The integrated structure of the three types of linkages of the motivational complex of the labour activity, according to A. A. Litvinyuk [Litvinyuk, 1997,p.57]

Motivational complex of employment, reflecting a set of interrelated and interacting motives of labour activity is sustainable self-organizing system. Revealed stability of the motivational complex, its self-adaptation of all external influences, allowed the scientist to formulate the following position – a single application of a stimulus provides one-time, short-term productive effect of the motivational complex. For a permanent increase in the efficiency of labour activity, permanent introduction of new incentives to work is necessary. The author of the concept of the motivational complex of labour activity says that a one-time and unidirectional impact on all five groups of motives of labour activity gives a zero resultant effect [Litvinyuk, 1997, p.67]. The optimum system of stimulation of work, as a process, should be based on the actions that output the motivational complex from the state of absolute equilibrium, and don't disturb the relative equilibrium. Thus, the stimulation system, as a set of tools of managing the motivation of a person's labour activity, must be constantly changing according to the changing system of motives of the individual.

People's behavior is determined not only by the desire to meet this or that need, but the effort to receive it. Therefore, satisfaction of needs is a condition, essential for effective work, but not sufficient one. It is important to establish "how much is the demand", what effort must be expended to achieve it and on what conditions it is possible to obtain the desired reward. In procedural theories it is analyzed how a person allocates effort to meet the needs in the process of achieving goals and how he chooses a particular type of behavior (actions). One of the main tasks, facing the Manager, is improving the efficiency of the personnel's labour. To do this he needs the exact choice of methods of influence on the employee with the current motivational profile to a specific point of time. That is the typological model of motivation by V.I. Gerchikov which provides answers to the main question of the head – how to stimulate labor activity of the personnel, taking into account the specific of labour behavior of every employee. V.I. Gerchikov presented his model graphically, as the intersection of the two axes: the axe of labour motivation and the axe of labour behavior. All kinds of labour motives are divided by the scientist into two types: achievement motivation and motivation of avoidance (Pic.3).



мотивация избегания	motivation of avoidance
мотивация достижения	achievement motivation
активное, конструктивное трудовое поведение	active, constructive labour behavior
пассивное, деструктивное трудовое поведение	passive, destructive labour behavior

Fig.3. Motivation and labour behavior: a basic model by V.I. Gerchikov [Gerchikov, 2006, p.227]

The researcher grouped all versions of the relationship of motivation and work behavior into four quadrants on the coordinate plane with the specified axis. While quadrants III and IV with passive, destructive labour behavior excluded from the typological model, none of the five motivational types, stated by the author, are located in these quadrants. On the contrary, in quadrant I are focused four motivational types with different characteristics, but with one defining indicator of motivation of achievement when a worker seeks to achieve something to meet its perceived dominant need [Gerchikov, etc., 2005, p.9].

V.I. Gerchikov distinguishes between the following four motivational types with achievement motivation and characterizes them as follows:

Instrumental motivation. The work is primarily interesting with its price – the value of earnings and other benefits received as remuneration for work. The work itself has no significant value in contrast to the second type of motivation - professional motivation .

Professional motivation. A worker with this type of motivation appreciates the job content, the opportunity to express himself, independence in work. The author notes that wages, in this case, serves as an indicator of management's assessment of employee's professionalism by the authorities of the company .

Patriotic motivation. Employee with this type of motivation is interested in participating in the implementation of a common cause important to the organization, public recognition of its participation in the shared achievements .

The master's motivation. The desire of the representatives with this type of motivation for maximum autonomy in the job leads them to voluntarily assuming of complete personal responsibility for work.

The fifth type of motivation, referred by Vladimir Gerchikov to the II quadrant with avoiding motivation – underclass - is characterized by a desire to minimize labor effort [Gerchikov, 2006, p.229].

V. I. Gerchikov notes that the motivational type of the employee almost doesn't change, which resonates with the ideas of W. Richie and P. Martin who believed that inborn motivational qualities are not changed by self-development (Ritchie, Martin, 2004). V.I. Gerchikov suggested algorithm of actions of the head of the organization (or head of HR) on the stimulation of labour activity of the personnel based on motivational types. In the case of properly structured system of workfare, staff with achievement motivation will exhibit high activity, showing initiative in resolving operational issues, striving to acquire the missing knowledge and skills [Gerchikov, 2006, p.227]. Typological model of labour motivation by V.I. Gerchikov, in fact, is a transcription of the foreign theories "X", "Y", "Z", taking into account Russian realities and accompanied by a huge array of applications and recommendations for the stimulation of labour activity, depending on the motivational type of the employee .

Examining the causes and the possibilities of the existence of various person's interests (motives), and the level of obstacles, the individual is faced by in achieving his goals, O.P. Chekmarev developed the concept of personal costs [Chekmarev, 2008, p.120]. If the personal material costs, which are obstacles in increasing the level of income of the individual in all forms, can be compared with a certain level of material wealth, the costs of discomfort as obstacles in pursuing of non-financial interests of a person are difficult to compare. O.P. Chekmarev has classified costs of discomfort, by grouping all of them into five blocks:

1. The costs of achieving the result:

The costs of the initiative

Costs of intensity (activity) of the labour

2. Cost of instability:

Costs of responsibility

The costs of risk and uncertainty

The costs of insecurity (influence of climatic conditions.)

3. Social costs:

Costs of limitation of communication

The reduction of cohesion and understanding in the team

The belittling of the social status of the employee

Costs of self-assessment:

The restriction of freedom, control

The impossibility of self-realization

The restriction of desire to the leadership

Infringement of dignity

4. Costs of recreation:

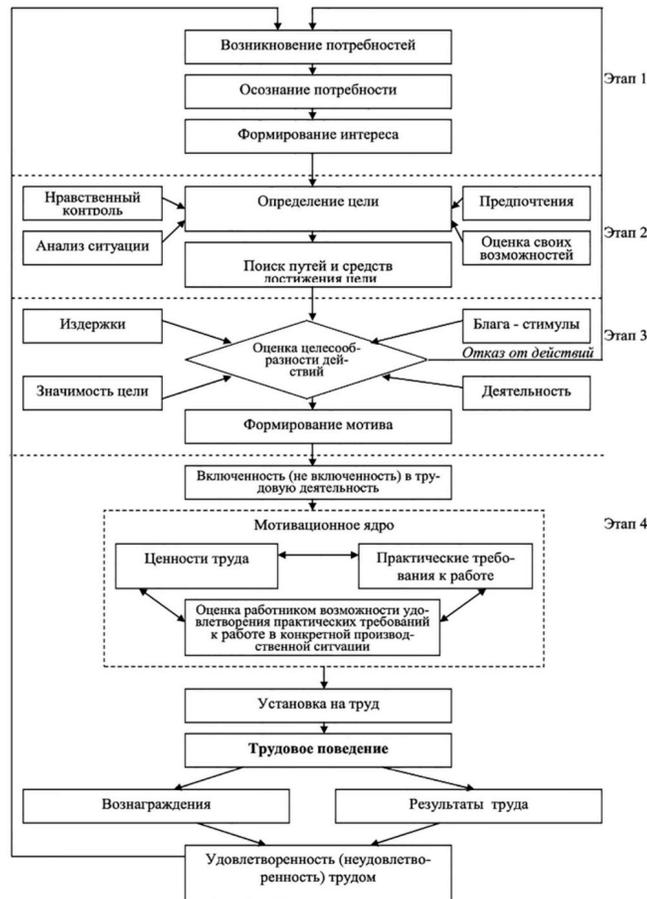
Restriction of free time

Reducing the possibility of communication and caring about people [Chekmarev, 2015, p.9].

The scientist has developed a standardized evaluation scale to determine the level of all allocated in the classification of cost of discomfort. The proposed rating scales were piloted by him in sample surveys of workers of enterprises and organizations of Saint-Petersburg, Leningrad region [Chekmarev, 2015, p.20]. The concept of personal costs by O.P. Chekmarev allows not only to assess the impact of the intangible interests of the person when selection of goals of activity, but also to explore the motivational process of a

particular organization, taking into account costs of discomfort of the individual, to organize motivational mechanism that takes into account the external and internal influence for a person.

Russian scientists studied the mechanism of motivation of labor activity. Motivation and stimulation of labour activity is a complex process of interaction between the internal motive forces (mainly of the needs, interests, values) and external influences (benefits incentives), determining the formation of motives of labor [Mitrofanova,2008]. The mechanism of motivation of labour was investigated by E. A. Mitrofanova, who noted that the process of motivation is caused primarily by internal factors: needs, interests, values. Both the process of formation of motivation and the process of its functioning were considered in the mechanism of motivation (Fig.4).



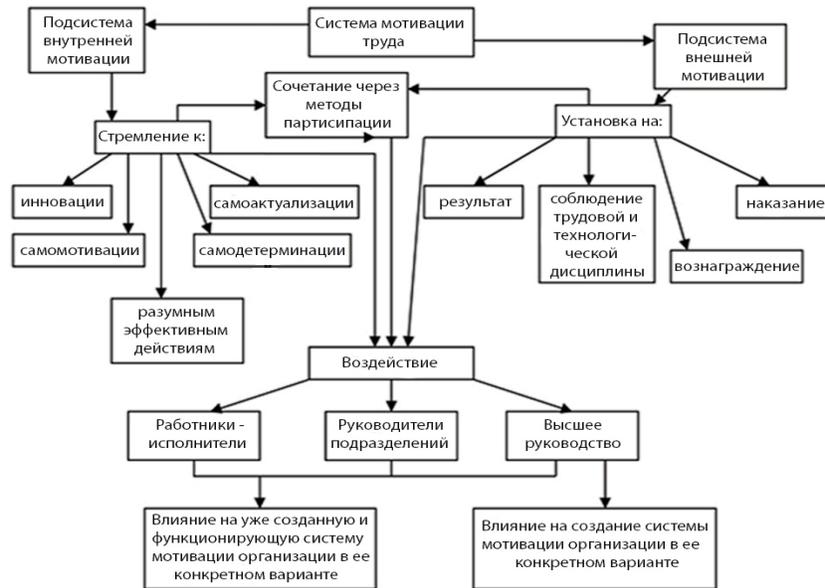
Возникновение потребностей	Arising of needs
Осознание потребностей	Awareness of needs
Формирование интереса	Formation of interest
Определение цели	Defining the goal
Поиск путей и средств достижения цели	Search for ways and means to meet the need
Нравственный контроль	Moral control
Анализ ситуации	Analysis of situation
Предпочтения	Preferences
Оценка своих возможностей	Evaluation of personal capabilities
Оценка целесообразности действий	Evaluation of the appropriateness of the

	actions
Издержки	Costs
Значимость цели	Significance of the goal
Блага-стимулы	Benefits - incentives
Деятельность	Activity
Отказ от действий	Rejection of actions
Формирование мотива	Formation of motive
Включенность (не включенность) в трудовую деятельность	Including (non-including) to labour activity
Мотивационное ядро	Motivational core
Ценности труда	Values of labour
Практические требования к работе	Practical requirements to job
Оценка работником возможности удовлетворения практических требований к работе в конкретной производственной ситуации	Assessment by employee capabilities to meet practical requirements to job in a concrete job situation
Установка на труд	Orientation for labour
Трудовое поведение	Labor behavior of a
Вознаграждения	Fees
Результаты труда	Job results
Удовлетворенность (неудовлетворенность) трудом	Satisfaction (dissatisfaction) with job
Этап 1	Stage 1
Этап 2	Stage 2
Этап 3	Stage 3
Этап 4	Stage 4

Fig.4. Mechanism of motivation of labor activity by E.A. Mitrofanova [Mitrofanova, 2008]

In the structure of mechanism of motivation of work on the subjective-personal level, in accordance with the scheme, it is possible to allocate four stages. At the first stage awareness of the arising of individual's needs and the formation, as a consequence, of labor activity of the person occurs. At the second stage - of search activity – a search for ways and means to meet the needs takes place; defining the goals of the actions, taking into account personal preferences, the evaluation of personal capabilities, analysis of the situation; evaluation of the appropriateness of the action and the reality of achieving the goal [Mitrofanova, 2008]. The third stage of the mechanism of motivation – formation of motive – is the key in the model by E.A. Mitrofanova: evaluating of the possibility of obtaining benefits in the desired quantity and the level of personal costs occurs. The result may be the rejection of actions to achieve the goals and meet the needs arising. The fourth stage – is functioning of the motivation; the scientist presents the motivational core of the whole mechanism as interaction of such elements as the value of work, practical requirements to job and assessment by employee capabilities to meet them. As a result of the process of actualization of motives, the labor behavior of a person is being formed. Fees and work results become components of satisfaction with job, in case of effective motivation, and dissatisfaction, if the mechanism of labor motivation is not established in the organization. Important demonstration of job satisfaction, according to E.A. Mitrofanova, is developing for employees a sense of loyalty, commitment to the organization with a positive assessment by the employee of his stay in the organization. As a result of imposition of incentives on motives, the area of motivation is formed, the impact on which, using the tools of stimulation, leads to targeted management of labour behavior of personnel.

Motivation to work, and all other kinds of economic activities are generated by the internal potential of the human personality and individuality. Objectively in motivation to the process of labor (it is called procedural or internal motivation) and motivation to its result and the reward (it is called external motivation) are differed [Gorshkov, etc., 2015, p. 85]. Resuming that endogenous stimuli in varying degrees, are understood by the individual, A. N. Vashchenko uses the term "self-motivation". The desire for it, along with the desire for self-actualization and self-determination, the author includes in the subsystem of internal motivation [Vashchenko,2012]. Thus, the external motivation is connected with labour, performed by the employee for the purpose of receiving remuneration for the result. The process itself, motivating for activities (labour), which brings employee satisfaction, is called internal motivation. Based on these provisions, A.N. Vashchenko has developed a model of the system of internal and external motivation (Fig. 5).



Подсистема внутренней мотивации	Subsystem of internal motivation
Система мотивации труда	System of labour motivation
Подсистема внешней мотивации	Subsystem of external motivation
Сочетание через методы партисипации	Combination through methods of participation
Стремление к:	The desire to:
инновации	innovation
самомотивации	self-motivation
самодетерминации	self-determination
самоактуализации	self-actualization
разумным эффективным действиям	Conscious effective actions
Установка на:	Orientation for:
результат	result
соблюдение трудовой и технологической дисциплины	following labour and technology discipline
вознаграждение	benefits
наказание	punishment
Воздействие	Influence

Работники-исполнители	Employees - performers
Руководители подразделений	Department managers
Высшее руководство	Authorities
Влияние на уже созданную и функционирующую систему мотивации организации в ее конкретном варианте	Influence on created and functioning system of motivation in organization in its definite variant
Влияние на создание системы мотивации организации в ее конкретном варианте	Influence on creation of system of motivation in organization in its definite variant

Fig. 5. The model of the system of internal and external motivation A. N. Vashchenko [Vashchenko, 2012, p. 74]

Internal and external motives interact to either reinforce each other or weaken. A. N. Vashchenko sums up: workers, focused namely on achieving results, have significantly worse results in comparison with those employees who are motivated primarily by doing favourite job, in which they reach greater results. Awareness of the goals under the influence of internal and external motives creates a sense of activity for the employee.

On the basis of the research N.A. Tyuleneva developed the concept of a strategically focused labour motivation, aimed at increasing the motivation of the hired personnel [Tyuleneva, 2009]. According to the concept of N.A. Tyuleneva, each of the elements of the motivation system is strategically oriented. The main elements of the concept and labour motivation as a system are: the objects of motivation, the subjects of motivation, key goals, assessment model and the reward system. The goals of development of each employee of the organization are interrelated with the development strategy of the entire organization. The goals of the organization are considered on the basis of its progressive development in the external business environment, which ensures stable operation of the organization. In the current economic environment increasing of investment to human resources and staffing becomes a long-term factor of competitiveness and survival of the organization. A.J. Kibanov proposed the concept of motivation and stimulation of human resources [Kibanov, 2008], the core of which is a person with his numerous needs. A.J. Kibanov notes that the main features of the system of motivation and stimulation of human resources, based on the corporate concept are: development of all abilities of a person as a social subject, especially innovation and professional readiness to implement innovations, the formation for personnel business activity, consolidation of staff. This concept allows to develop professional qualities, new competences, autonomy of staff and readiness to innovation. These qualities of the employee required for modern production for the successful development in the new economic environment, emerging in the last decade. Specific of motivation of employees of co-operative organizations was studied by V.N. Glaz. The scientist believes that belonging to a social group and organization is the main factor of forming of the labour behavior of the worker and his motivation to work. Needs are actualized by value orientations of the employee, as a result of his socialization due to the work environment [Glaz, 2012]. The effectiveness of labour motivation will depend on the factor of group behavior, for which, in turn, the cohesion of the group, its size and the situational challenges of the external and internal environment affect.

The management of motivation and stimulation of labour activity of the personnel is one of the most important components of personnel policy of the organization. But before you begin managing such a complex process, it is necessary to know the motivational level of the company. V.I. Gerchikov has developed a test "Motype" (type of motivation). The test is made in two versions: for employees and for newly hired workers. V.I. Gerchikov revealed the correlation of forms of benefits for employees with different types of motivation [Gerchikov, 2006, p. 132]. Knowing the types of motivation, represented in the team of the organization, it is possible to predict the effectiveness of different methods of stimulation, proposed by scientists, to different types of workers. A.V. Rebrov studied labour motivation, using a

typological model by V.I. Gerchikov. During five years (2005-2009) in 11 regions of Russia, the scientist conducted researches of motivational types. Rebrov said that the test "Motype" measures not just the level of expression of the actual needs, but also complex constructs, reflecting a stable relation of a person to labor as a means of achieving life goals [Rebrov, 2011, p. 39]. The author, in studying the motivational profiles of different organizations, enterprises, institutions, proposed a categorization of staff, dividing all workers into four categories: workers, specialists and employees, line managers and commercial staff, senior managers. A. V. Rebrov notes that the motivational structure of different groups of staff has significant differences. Therefore, the analysis of the motivational profile of the Russian workers without regard to official position in the organization does not make sense.

To identify the dominant needs of staff S. A. Shapiro has developed the Test methodology that includes 96 questions, that allow, after the analysis of the responses, to identify the prevailing needs of the worker. After receiving the results of the study within this concept, the authority can conduct activities on motivation and stimulation of labour activity, proposed by S. A. Shapiro, to meet the immediate needs of workers, taking into account available material and financial means [Shapiro, 2013, p.199-201].

L.G. Milyaewa proposed the method, based on the separation of all of the motives for three levels of significance (highly significant, mid-significant and low-significant), to build a motivational profile of the worker, as well as the classification of staff, based on the structure of motives' scale [Milyaeva, 2010, p.231]. Depending on the significance of labor motives, the following motivational categories of personnel were identified:

1. Innovatively motivated employees, whose structure of labor motives is dominated by the desire for innovation activity (MIA): creative and innovative nature of the work, coupled with the use of new working methods, systematic acquisition of new knowledge; the possibility of participation in specialized exhibitions and conferences; the possibility of retraining and/or requalification by the company; involvement in the implementation of the strategic plans of the organization; material and moral encouragement of the results of innovative activities, etc. [Milyaeva, 2010, p.230].
2. Traditionally motivated workers, whose structure of labor motives is dominated by the motives to traditional activities (MTA): possibility of career growth; the satisfaction from taking a favorite work; the diversity of the social package; convenient working hours; normal socio-psychological climate; material and moral encouragement for the work experience in the enterprise, etc.
3. Indefinitely motivated employees, in the motivational profile of whom the MIA and the MTA are practically the same.

Division of staff on provisional (motivational) categories and targeted (based on the motivational categories) of management actions, according to L.G. Milavskaya, is an effective way to regulate the level of internal work motivation of personnel [Milyaeva, 2010, p.240]. In the current economic environment, when special attention is paid to the innovative component of development of the company, the focus on innovatively motivated employees becomes decisive when making changes to the system of motivation and stimulation of labor.

Study of the motivational profile of employees and the determination of the type of motivation, allows, according to the authors of typologies, to choose methods of stimulating influence for the purpose of managing the labour behavior. The development of the system of motivation and stimulation of labor activity of personnel, based on motivational types, taking into account job position of the employee in the organization, will increase labor productivity and therefore the competitiveness of organization.

CONCLUSION

The analysis of the basic concepts, models of labour motivation of Russian scientists has shown that these works contain the main component – taking into account specifics of work behavior, as a consequence of the peculiarities of the motivational profile of Russian workers in the current economic conditions. And if the theoretical achievements of Western scholars in varying degrees may be applied to the Russian reality, foreign models, concepts, techniques require adaptation to the socio-economic realities of Russia. Due to this fact, as well as constant testing of models and concepts of Russian scientists in the Russian context, it is necessary to popularize the practice of researchers among the leaders of the organizations, institutions, enterprises to monitor constantly the motivational profile and regularly - adjustment of the system of motivation and stimulation of labour activity, established in the organizations. A set of actions for the implementation of system of motivating and stimulating effects for a longer period of time will allow to form the motivational strategy of the organization and on the basis of the developed strategy - to create sustainable competitive advantages, necessary in today's economic conditions.

Despite of this, insufficiently studied problems are still remaining, which solution is constrained by the lack of consistency in the study of issues of motivation and stimulation of labor activity of personnel of organization. The main focus of the research of Russian scientists is made on the justification of economic efficiency of perfection of system of stimulation and motivation of labour. In the current socio-economic conditions at a relatively low living standard of the population, the choice of specific forms of organizational behavior by the employees of the organization is predefined to a greater extent by external stimuli. In the works such issues as "self-motivation", satisfaction with employment are explored insufficiently, as well as the motives, prompting the individual to productive activities, in particular – labor one. There are other drawbacks, and they're legitimate, as the science of human resource management in Russia began to develop relatively recently.

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