

WORK MOTIVATION FACTORS AT THE BEGINNING OF EMPLOYMENT IN THE MINING COMPANIES

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ABSTRACT. Motivation for work is among the most studied factors in human resources management and management psychology. In modern socio-economic conditions, the role of human resources is essential for organisational success. The sustainable development of the sector depends on the investments in technology and personnel. The aim of the report is to summarize some factors connected with the work attitudes and the worries of the professionals at the beginning of employment in this sector. The study of work motivation in the mining industry supports the management of these companies to explore the potential of job candidates, their motives, habits and the characteristics of team interaction.

Keywords: work motivation, mining companies, human resources management, beginning of employment

ФАКТОРИ НА МОТИВАЦИЯТА ЗА ТРУД ПРИ ЗАПОЧВАНЕ НА РАБОТА В МИННО-ДОБИВНИТЕ ПРЕДПРИЯТИЯ

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РЕЗЮМЕ. Мотивацията за труд е сред най-изследваните фактори в управлението на човешките ресурси и управленската психология. В съвременните обществено-икономически условия ролята на човешките ресурси е определяща за организационния успех. Устойчивото развитие на бранша е свързано с технологични и кадрови инвестиции. Целта на доклада е обобщаване на факторите, предопределящи нагласите за работа и притесненията на кадрите при започване на работа, в този важен за икономиката ни подотрасъл. Изследването на мотивацията за труд в минно-добивната промишленост подпомага ръководствата на тези предприятия в изучаването на потенциала на кандидатите за работа, техните мотиви, навици и особености на екипното взаимодействие.

Ключови думи: мотивация за труд, миннодобивни предприятия, управление на човешките ресурси, започване на работа

Introduction

Work motivation as any other process is a dynamic system. It is a reflection of changing attitude of every person to habitat and the level of society development. Company activities become far more various and require different knowledge and skills. Employers search for more flexible and adaptive employees who could meet the new requirements of work. Employees, on the other hand, also have higher expectations from the work they are offered. Therefore, proper motivation factors should be used in modern socio-economic conditions.

The mining sector has strategic importance for the economic stability and energy independence of the country. At the same time the current state of the Bulgarian mining industry is an important part of the economic development both at regional and national level. (Гълъбова, Несторов, 2016, p. 118). But this industry also entails major risk for health safety and work efficiency of employees despite serious technical and technological renovation during last years. A guarantee for sustainable development of the sector are the innovations and investments in technologies and human resources. The aim of this report is to summarize all the factors that predetermine the work attitudes and the worries of the professionals at the

beginning of employment in the mining industry, which is so important for our economy.

Main factors of motivation at the beginning of employment in modern companies

Nowadays, motivation cannot be isolated from the organisational culture in the company. That means, managers' influence, based on organisational values, should consider individual values, expectations and attitudes of employees. (Каменов, Захариев, 1998, p. 156) Motivation is understood as variety between people in the company. Therefore, different point of views about the methods for motivation should be recognized.

In specialized literature there are many explanations for a „motivation process “. Without naming authors, this is a process of cooperation between individuals which aim is to achieve goals. At the same time, influences could be external and internal. Content theories of motivation pay special attention to internal factors which provoke action. Motivation factors are related to the lack of something according to socio-culture environment and individual needs. On the other hand,

process theories consider that motivation is provoked by external factors. These are the circumstances that create a feeling, willing to compare, analyze and expect that something might happen, if another action is taken. These factors are topics for managers' influences and research.

Analyzing different approaches to motivation, a conclusion can be made that they do not give answers but help asking the right questions. Employee's willingness to work depends on too many **factors**. Historically, using **money as a reward and stimulus is an example for the main motivation factor for work**. Money as a means for remuneration is the obvious reward form. Nevertheless, money could help achieving different goals. They are mighty power because they are directly and indirectly bound with satisfying many needs. Most of the people are interested mainly in money. There are only few exceptions— when inner devotion to work overbears financial considerations. The efficiency of money as a means for improving the quality of work and increasing productivity depends on their relative assurance for achieving goals.

An important motivation factor is **increasing of empathy and identification with the organisation**. The aim is to integrate the company's needs with the individual's ones. Thereby, the employee could believe that when the organization gets profit with his/her help, he/she could also prosper personally. People would work harder, if they believe in the mission of the company and could identify with its values, goals and activities. But they would work even harder, if they know that achieving goals of the company will give them a bonus. (Steers, 2003, p.171)

There is motivation through **the work itself**. Offering fair and competitive salaries that give efficient financial impulses could increase identification and could provide long-term motivation through development of an inner system of stimulation. Inner impulses are in the essence of work and let people feel satisfied, express and use their abilities and exercise their power to take decisions.

Another factor is **the reward and recognition of achievements**. The system of salaries should make connection between rewards and achievements. On the other hand, we should give people more responsibilities (inner reward) and also more opportunities to increase their statute (external reward). Achieved rewards are good when they are deserved and then people appreciate them. The reward for well-handled work is an important motivator when it's real.

Establishing a united team attracts all its members. In this case there are two possible situations. The first one – the manager's enthusiasm is so catching that the team perceives it. But there is a second possible situation- the team works against the manager. Many systems for stimulation are destroyed by employees with low salaries. They join together against managers because they are afraid of failure. Activities for establishing a team aim at good connections and negotiation of negative influences of groups. (Mitchell, 1977, p.61). Even before starting work in a company, an employee can recognize a good team by its calm atmosphere, verbal and non-verbal communication, pleasant environment.

Programs for systematic education and development give people the opportunity to improve their knowledge and skills and to reach positions with bigger responsibilities.

Different forms of training for increasing the qualification could be a way of showing that the company appraises the employee and reposes trust in him/her. Company education programs and especially local ones can support improving the identification of members with the organization. (Porter, 2003, p.191) The stable system of career growth is a very strong motivation factor for people in the beginning of their jobs.

Labour motivation factors are at the base of building the mechanism of motivation. One of the difficulties in this process is that every person has his/her own individual motivation structure. According to social state, needs, status, priorities in life, values, psychological and ethical characteristics of the person there are different motivation factors and forms of motivation. All of these marks should be taken into account during the process of creating a motivation mechanism.

In modern conditions the mechanism of motivation reports the influence of motivation factors, which further the development of work potential and lead to increase of work efficiency. The good match between material and ethical motivation allows managers to bring out top motivation factors when starting a new job at a certain company. Investments in cadres help teams to achieve maximum results.

Analysis of research among students of MGU „St. Ivan Rilski“

One of the main problems with recruitment in mine industry is the low motivation to pursue a professional career in industrial companies. In big companies in this sector the motivation factors are: high salaries, better work conditions, periodic development of methods and habits of work, human and environmental care. However, these circumstances are not well known, because media permanently focuses on problematic situations. This creates the impression of permanent risk to health, work efficiency and environment, along with low salaries and bad working conditions in mine companies. No attention is paid to the young people's basic impulses for work, such as the opportunities to grow and use new technologies and innovations. The study of work motivation in the mining industry supports the managements of these companies to explore the potential of job applicants, their motives, habits and the characteristics of team interaction.

In 2016/2017 a survey was made among second and third-year students from all courses of studies at the UMG „St. Ivan Rilski“ (51 questionnaires). Positive answers (70% to 30%) to the question “Are you willing to work in a mining company?” prevail (Trifonova, 2017, p.24). The motives of those willing to work in this industry range from: useful, interesting, profitable, good conditions and prospects, chance to grow, to a dream job or because mining is the main source of income in the student's birthplace. Motives for negative answers are mainly because of the high levels of health risk, dirty air and physical difficulty. Based on the analysis of the additional information from the questionnaires, there are five main motivation factors in the beginning of employment in a mining company:

1. Good working conditions, including: safe work place, not physically demanding work, benefits like transport,

- food, residence, team work, respect from management;
- 2. High salary, above the average;
- 3. Big companies with experience, modern technologies and engineering, integrated innovations, approved standards;
- 4. Development opportunity, professional realisation;
- 5. Environmental protection, decrease harmful effects.

In 2017/2018 all these factors were discussed at a meeting with IInd, IIIrd and IVth year students from all courses of studies (114 students). 86% with full-time jobs and 14% not working or seasonal workers. The results, based on the discussion and voting for each factor, are shown on Fig. 1.

Most of the answers – 42% refer to the good working conditions, including: safe work place, not physically demanding work, benefits like transport, food, residence, team work, respect from management, while 21% selected the answer “high salaries”. The reason is that all these answers are from already working students who have realized that the working conditions are more important than the salary. The students, who haven’t started their jobs yet, are not aware of this need. They prefer big companies with experience, because of the bigger opportunities for application of new technologies and techniques. Environmental protection is also important to them. A small part of the students, 11%, chose the answer “development opportunity”, mostly because young people do not understand this option. Students are not aware of the system for career growth in detail. Therefore, they could not estimate this factor with its real significance.

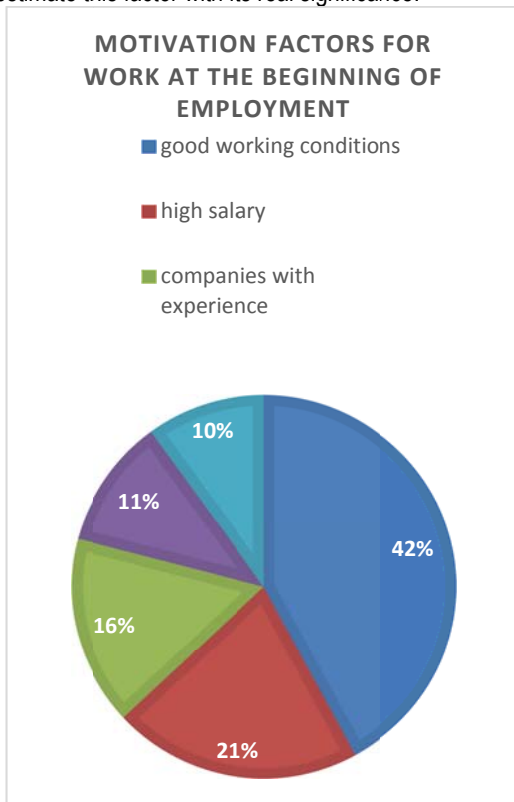


Fig. 1. Results from the survey

Conclusion

Work motivation factors are at the base of building the mechanism of motivation. In modern conditions a good match between material and ethical motivation allows managers to bring out top motivation factors in the beginning of work in a certain company and certain situation. In the process of hiring employees in the mining industry, the main factors are the good working conditions, even ahead of high salaries. Attention is paid to the high salaries (above the average for the country), preference for work in companies with experience, development opportunities and environmental protection, all of them important for the candidates.

There are good practices of using all these work motivation factors in the mining companies. The stable investment process with regard to the economical, ecological and social responsibility should be encouraged as it creates preconditions for the future development of the sector.

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