

Motivating the administrative staff of agricultural enterprises during remote work during the pandemic Covid-19

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Abstract. The Covid-19 coronavirus pandemic forced the administrative staff of agricultural enterprises to work from home, thus raising the issue of remote workforce motivation. Whenever employees are working from home, their activity needs coordination and control over the fulfillment of job responsibilities. The study proposes that efficient functioning and motivation of remote workforce be achieved through the creation of team, which will fully use the potential of every employee and coordinate their joint efforts for the sake of attainment of company goals and objectives. The coaching method is suggested as the way to build a team. Such team will possess a relevant intellectual potential and troubleshooting flexibility. An efficient team is capable of raising labor productivity, which will improve the company’s position on the market and will generate additional revenue for financial motivation of employees.

1 Introduction

Most of the employees of the agricultural enterprise work in the fresh air and the Covid-19 pandemic has not affected their working conditions . However , administrative staff , accountants, and it specialists are usually forced to work remotely . It is very important to maintain effective operational management of the agricultural enterprise in these conditions.

In this paper, we studied ways to motivate the administrative staff of agricultural enterprises during remote work during the Covid-19 pandemic

Motivation plays an essential role in raising labor productivity. Nowadays, collective and personal methods of workforce motivation are not just financial; there is need for complex solutions to the problem of workforce motivation, which will achieve the desirable results with due account of the specifics of economic activity and external factors.

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In the opinion of Samundeswari, R. (2019), management of modern companies does not always realize the full potential of employees, although some of them are capable of making a big input in the successful development of the enterprise. Rationalization proposals can help solve a number of production problems, generate new ideas regarding new goods and services, corporate development strategy, and many other matters.

According to Hanson, Charles (1991), many managers view various types of financial stimulation of labor activity, first and foremost salaries, as the chief instrument of workforce motivation.

Afanasieva, N. & Opanasenko, Ya. (2019) indicate the existent trend of labor productivity growth deriving from the implementation of a variety of information technologies and production robotization and automation, which increases production efficiency while reducing dependence on workforce skills.

Boos, Wolfgang & Salmen, Michael & Kuhlmann, Thomas & Hensen, Tobias & Stark, Maximilian (2016) argue that employees should enjoy participation in the production process.

In the words of Wszendybył-Skulska, Ewa (2019), many companies lacking an efficient workforce motivation system may encounter the following problems:

1) One of the two employees with the same job responsibility could be a good worker, and the other a bad one;

2) Interests and wishes of employees are sometimes disregarded in their motivation, which reduced the positive effect from motivation;

3) There is a long interval between the successful accomplishment of job responsibilities and remuneration of employees.

Susila, Gede & Suarmanayasa, I & Gede, Putu (2019) highlighted a number of problems caused by insufficient motivation:

1) Conflicts between employees;

2) Insufficient labor discipline or compliance;

3) Excessive staff turnover;

4) Lack of interconnection between remuneration and quality of labor;

5) Low morale in the labor collective;

6) Problems with organizing teamwork;

7) Poor interaction between employees and management;

8) Lack of conditions for the successful self-realization of employees.

Cote, Bob. (2019), Puyri, Linzzy & Pasaribu, Hazmanan (2019) say that maximum motivation implies the full account of needs and interests of employees.

According to Asriani, Asriani & Lorensa, Devia & Saputri, Febrida & Hidayati, Tetra (2020), modern companies should put emphasis on non-financial motivation, including accommodation of needs, for favorable and creative atmosphere at the workplace.

Tanjung, Andriyati & Wahdiniwati, Rahma (2020) singled out the following areas of workforce motivation to increase a company's efficiency:

1) Financial and non-financial assistance to employees in difficult life situations;

2) Professional development and internships;

3) Flexible work schedule;

4) Career opportunities;

5) Vacation at a time convenient for an employee.

OĞRAK, Abdullah (2018) highlights the following types of financial motivation of employees:

1) Bonuses and remuneration for the job well done;

2) Bonuses for extra hours, work on weekends and days off;

3) Remuneration of employees operating in harmful environments;

4) One-time bonuses in the event of emergencies and personal events in employees' life;

5) Additional paid vacation;

6) Free social and healthcare benefits;

7) Compensation of employees' travel from the place of residence to the work place;

8) Corporate pensions;

9) Compensation of employees' public utility fees and rent;

10) Seniority bonuses.

Kalmykova, M.A. & Solovyova, I.P. (2020) named the most popular methods of non-financial stimulation of employees:

1) Professional development courses and internships funded by the company;

2) Joint recreation of employees;

3) Positive image of the company;

4) Efficient feedback from employees to management;

5) Career opportunities.

Meanwhile, Daly, Desmond & Kleiner, Brian (1995) believe that career opportunities may create tensions in a labor collective and affect its efficiency.

Lipych, Lubov & Khilukha, Oksana & Kushnir, Myroslava & Zagoruyko, Viktor (2017) divided motivation into internal and external.

Internal motivation is based on behavioral factors, and external motivation depends on physiological needs and external factors.

Wszendybył-Skulska, Ewa (2019), Talak, Kezban (2020) believe that internal motivation is more efficient than external one, considering that the latter usually does not have a long-term effect. Personal and internal motivation usually dominates over external motivation. However, external motivation can enhance internal one.

Sinetskaya, Alina & Kizil', Elena. (2019) say there are four conditions for the efficient motivation of employees:

1) Balance between interests and needs of employees and company goals and objectives;

2) Management should primarily use motivation methods most relevant at the current stage of a company's development;

3) A company's leadership should encourage the appearance and implementation of relevant motivation;

4) Internal motivation should be oriented at the individual approach to every employee.

Sandhu, Moeed & Iqbal, Javed & Ali, Waris & Tufail, Muhmmad (2017) cite the following methods of workforce motivation:

1) Analysis of possible consequences of activity or behavior;

2) Assessment of one's faculties and capacities;

3) Independent choice of an objective and ways of its achievement;

4) Explanation of one's behavior and actions.

Lehnovich, Sergey & Shaburova, Aelita (2019) suggest teambuilding as an instrument of workforce motivation. This is a set of measures whose end objective is to create a team and to bolster its efficiency.

2 Methods

The study project is based on the analytical methods, which allow to study addressed issues from the angle of their unity and development. The structural-functional method was used with due account of the study's goals and targets. The method allowed to study certain aspects of remote workforce motivation.

3 Results

The covid-19 pandemic forced agricultural enterprises to send some employees to start working from home, thus raising the issue of remote workforce motivation. Whenever employees are working from home, their activity needs coordination and control over the fulfillment of job responsibilities. To our mind, the standard motivation methods, which enhance the financial interest, will not achieve the desired result: employees will be unable to improve performance unless an efficient teamwork method is implemented in their work from home. Hence, we propose that efficient functioning and motivation of remote workforce be achieved through the creation of team, which will fully use the potential of every employee and coordinate their joint efforts for the sake of attainment of company goals and objectives. Such team will possess a relevant intellectual potential and troubleshooting flexibility. An efficient team is capable of raising labor productivity and a company's production potential. It is more likely to make correct decisions, to solve more difficult problems, and to enhance and unlock the creative potential of most employees.

As a rule, people who demonstrate a creative approach to their work and view it as professional development steps have a deeper interest in their activity.

We believe that coaching is an efficient team building method. It allows to develop practical management skills and to form efficient teams of employees working from home. Coaching could be viewed as part of a company's strategy or an independent project.

Coaching is based on the idea to help unsupervised learning of a person, which falls in line with the status of an employee working from home.

A company whose employees possess unsupervised learning skills will be better adapted to changes of the external conditions. Whenever employees have no such skills, a company becomes conservative, which is fraught with the deterioration of its market status.

A close-knit team is capable of fulfilling assignments, which are impossible for an individual, assigning roles in a project, formulating problems, and solving them together.

Employees working from home, who have personal interests and objectives, acquire team interests and objectives after they join a team. "We" becomes more important than "I." Team coaching will be interesting and beneficial for particular members of a labor collective and a company as a whole.

4 Discussion

Motive is an internal guideline, which steers an individual into a particular action and is viewed by him/her as a necessity. A manager always needs to stimulate employees to work consistent with the goals and objectives of a company. From our point of view, workforce motivation is a multifaceted process, which enables employees to accommodate personal needs and meet expectations from their professional activity through the achievement of goals that correlate with goals and objectives of a company, as well as a set of measures taken by a company's management to raise the efficiency and labor productivity of employees. Motivation and stimulation of labor activity are important for high performance, due diligence, and quality of work.

An efficient system of workforce motivation should correlate with a company's goals and objectives. So, in our opinion, a successful motivation system should start with the definition of a company's goals and objectives, which will be used in the construction of a workforce motivation system. Salaries are the main motivation for employees, however, companies are unable to raise salaries above a certain level, as that could affect their financial results. So, we believe that more attention should be given to non-financial motivation of employees with moral, psychological, and organizational stimulation

methods, such as verbal encouragement, additional paid vacations, various corporate events, and assistance in professional development.

5 Conclusions

We believe that the creation of a system for motivating the administrative staff of agricultural enterprises should be based on the following basic principles: apply unified rules to determine incomes and take into account expectations of employees. A faulty motivation system should be adjusted consistent with motivation of employees. It is essential to use various non-financial forms of stimulation of employees, such as psychological climate at the work place, verbal encouragement, various status benefits, etc.

In the case of employees working from home, motivation should be combined with constant control of their activity and sporadic adjustment of the motivation mechanism.

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