



# Planning of the Program to Improve the Motivational Policy of the Business Entity in the Service Industry: Factor and Cluster Analysis

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## ABSTRACT

The core element of the formation of efficient production is a business entity (enterprise) that defines a vector of transformation changes in the Russian economy, the study of which is particularly relevant in connection with the arisen Crimean events and the introduction of anti-Russian sanctions. Any business entity consists of capital. That being said, the most “difficult” capital in terms of impact, formation and use is the human capital. In this regard, of particular relevance is practical entrepreneurial activity aimed at obtaining new knowledge about the features of improvement of the motivation policy of the enterprise as an economic concept of a labor potential, identification of the characteristic patterns between the motivation of the company personnel and its performance. The human capital is one of the most important factors of production and operation of enterprise structure, so there is a need to motivate the personnel properly. Identification of the main ways to improve the motivational enterprise policy is greatly simplified by the use of factor analysis, while cluster analysis allows to establish the target segments for planning measures to improve the motivation of the company employees.

**Keywords:** Motivational Policy, Motivation Factors, Business Entity, Service Industry, Factor Analysis, Cluster Analysis

**JEL Classifications:** L80, O14, O21

## 1. INTRODUCTION

Comparison is the most common method of data analysis. Any state of the object can be methodologically compared to the desired. The only question is in the selected method of comparison. The variety of methodologies allows for a more effective choice of the comparison tools.

In today’s information society, the use of sophisticated economic and mathematical methods made it possible for any scholar and practitioner to effortlessly make comparisons using sophisticated methodological tools, such as cluster and factor analysis. This paper reviews an example of the study of the motivational policy of

the business entity of the service sector using a computer program Minitab 14. The practical value of this article is in using the calculations presented as a model of using the available software for discrete analysis.

## 2. METHODOLOGY

### 2.1. Determination of the Main Directions of Improvement of the Motivational Policy of the Enterprise

The study presented in the article is mainly experimental and theoretical. The study is based on the statistical and mathematical tools. The author’s approach to the combination of these two

methods of research in the field of motivational policy of the business entity allows to more fully reveal the internal mechanisms of functioning of the motivational policy of the business entity. The use of powerful statistical and mathematical tools allows to rule out the boundedness and discreteness of separate methods of study. This methodology does not downplay the importance of the applied component of the motivation problems in the management of enterprises.

Thus, the present study includes the following stages:

1. A list of the main components of the motivational policy is determined, which can influence its perception in general (Kim et al., 1989). The list of the main components is determined based on exploratory research at the preliminary stage (Akvazba and Medvedev, 2015). The scoring of the selected variables is made on the basis of expert assessments based on a study of opinions of competent specialists about the object under study (Jambu, 2008). The expert method is focused on attracting a certain number of specialists. This study is based on the method of expert interviews (Oldenderfer and Blashfield, 1989). The study period was December 2014.  
The experts were heads of enterprises in the building service industry in Kirov region (for example, the owner of “Kirovspetsmontazh”, Pavel Mironov).
2. An expert group of 20 people is formed. Based on the research, 17 components of the motivational policy are singled out that determine its perception ( $X_1$ - $X_{17}$ ), which is shown in Table 1.
3. The results of the study of the components of the motivational policy are further subjected to factor analysis (Akvazba and Medvedev, 2015) using the method of analysis of the core components in Minitab 14 software (Kotov and Krasilnikov, 2006) in order to single out the most important components of the motivational policy that require special attention.  
Factor analysis (Table 2) is used in most cases to reduce the number of influencing variables, where the important

thing is to prevent the loss of significant information (Speransky, 2012).

4. Based on factor analysis, the program performs calculations of the correlation matrix shown in Table 2, the data in which shows that the highest correlation values are observed between the following factors:  $X_1$  and  $X_{12}$ ,  $X_{13}$  and  $X_1$ ,  $X_2$  and  $X_4$ ,  $X_3$  and  $X_{10}$ ,  $X_4$  and  $X_8$ ,  $X_{14}$  and  $X_5$ ,  $X_6$  and  $X_8$ ,  $X_6$  and  $X_9$ ,  $X_8$  and  $X_9$ ,  $X_{17}$  and  $X_8$ ,  $X_9$  and  $X_{17}$ ,  $X_{12}$  and  $X_{13}$ . Thus, the interconnected variables must be correlated with the same factor, i.e., factor analysis may be used for the analysis of these data.
5. To determine the viable number of factors for analysis, the following rule should be used: The share of the explained dispersion of the factor must be  $>100\%/\text{number of variables} = 100\%/17 = 5.88\%$ , i.e., the factors with the share  $>5.88\%$  are included in the calculation. In addition, it is possible to use an Eigen value indicator whose value should be more than 1.0 for inclusion in the calculation.  
In this case, it is recommended to select 3, 4 or 5 factors for the second stage of factor analysis based on the “Scree” plot (Figure 1), the “Eigen value” and the value of “share, %” confirm this selection (“Eigen value” of the factors – 4.04; 2.90; 2.41; 1.94; 1.61; “share, %” – 23.8%, 17.0%, 14.2%, 11.4%, 9.5%) (Table 2). Thus, we make a decision on inclusion of 5 factors in the model.
6. Following the analysis of the model of factors, it can be concluded that a relatively high correlation value for Factor 1 is observed between variables  $X_2$  (commensurability of remuneration and work effort),  $X_4$  (relationships between the management and the employee),  $X_6$  (possibility of advanced training),  $X_8$  (employee loyalty programs),  $X_{17}$  (management recognizing employee achievements). These variables generally emphasize the importance and significance of the employee to the organization, so this factor can be called “the interest of administration in the employee.”

The second factor is most correlated with variables  $X_1$  (level of the employee’s salary),  $X_{11}$  (need for overtime),  $X_{12}$  (timeliness

**Table 1: Scoring of the main components of the motivational policy of enterprises**

Observations	Factors of effectiveness of the motivational policy																
	$X_1$	$X_2$	$X_3$	$X_4$	$X_5$	$X_6$	$X_7$	$X_8$	$X_9$	$X_{10}$	$X_{11}$	$X_{12}$	$X_{13}$	$X_{14}$	$X_{15}$	$X_{16}$	$X_{17}$
1	9	8	6	6	8	6	4	5	7	7	8	9	7	6	2	5	8
2	10	7	8	7	5	3	3	3	5	8	7	9	8	5	3	4	7
3	9	6	5	6	8	6	5	4	4	6	9	8	8	6	3	3	6
4	10	9	7	8	9	8	6	7	7	9	8	8	8	8	5	6	8
5	8	7	6	7	8	9	5	5	8	8	6	8	6	6	3	7	8
6	9	6	7	8	8	8	5	9	10	6	7	8	9	7	4	8	9
7	9	7	7	7	7	9	4	4	9	7	8	9	7	5	5	6	8
8	10	8	6	8	6	9	3	8	9	6	8	10	10	6	6	6	8
9	8	6	7	7	9	5	5	7	8	8	6	7	6	6	3	7	7
10	6	6	7	7	8	5	6	3	5	7	8	8	7	7	4	5	6
11	9	8	8	8	7	7	5	6	6	8	8	10	9	7	6	6	9
12	8	8	8	9	6	8	6	8	7	7	7	7	8	6	4	5	8
13	8	6	7	7	8	8	5	7	8	8	6	8	6	6	5	4	9
14	8	8	7	7	6	8	5	7	8	7	6	7	7	5	3	5	9
15	9	9	9	8	9	9	3	10	8	9	6	9	9	6	3	6	8
16	8	6	7	7	9	8	5	4	5	9	7	7	8	7	4	7	7
17	8	9	10	9	10	8	6	8	6	9	6	9	7	6	3	3	7
18	8	7	8	8	6	7	4	8	8	7	6	7	7	6	5	4	8
19	10	7	8	8	9	6	2	6	6	8	8	9	8	7	2	7	9
20	8	6	7	7	9	6	3	7	7	6	6	7	7	6	4	6	8

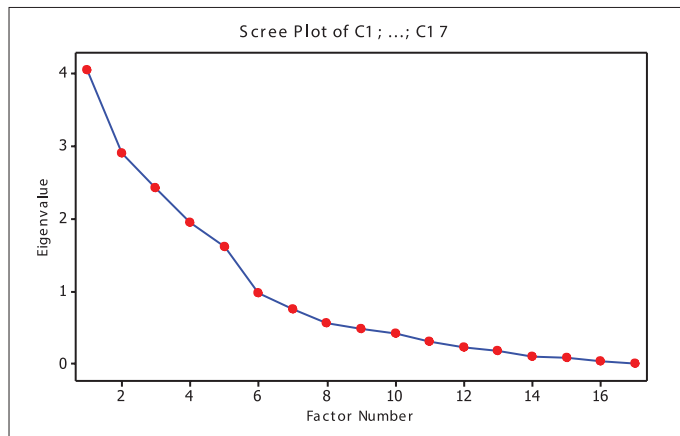
**Table 2: Factor analysis of the results of evaluation of the main components of the motivational policy**

Observations	Correlation analysis																
	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	X <sub>10</sub>	X <sub>11</sub>	X <sub>12</sub>	X <sub>13</sub>	X <sub>14</sub>	X <sub>15</sub>	X <sub>16</sub>	X <sub>17</sub>
X <sub>1</sub>	1.0																
X <sub>2</sub>	0.364	1.0															
X <sub>3</sub>	-0.047	0.469	1.0														
X <sub>4</sub>	0.103	0.531	0.727	1.0													
X <sub>5</sub>	-0.154	-0.035	0.146	0.012	1.0												
X <sub>6</sub>	0.039	0.391	0.036	0.377	0.112	1.0											
X <sub>7</sub>	-0.533	0.040	-0.020	0.134	0.145	0.176	1.0										
X <sub>8</sub>	0.116	0.423	0.411	0.646	0.144	0.501	-0.044	1.0									
X <sub>9</sub>	0.114	0.115	-0.037	0.225	-0.140	0.572	-0.126	0.614	1.0								
X <sub>10</sub>	0.050	0.408	0.560	0.273	0.420	0.107	0.168	0.025	-0.239	1.0							
X <sub>11</sub>	0.392	-0.010	-0.436	-0.220	-0.106	-0.166	-0.022	-0.482	-0.370	-0.276	1.0						
X <sub>12</sub>	0.558	0.436	0.140	0.140	-0.076	0.077	-0.351	-0.058	-0.007	0.100	0.461	1.0					
X <sub>13</sub>	0.570	0.330	0.086	0.384	-0.210	0.183	-0.282	0.274	0.012	-0.137	0.452	0.507	1.0				
X <sub>14</sub>	0.041	0.012	0.000	0.266	0.500	0.059	0.288	0.096	-0.183	0.261	0.329	0.014	0.288	1.0			
X <sub>15</sub>	0.036	0.024	-0.050	0.289	-0.316	0.367	0.168	0.153	0.287	-0.148	0.140	0.159	0.317	0.209	1.0		
X <sub>16</sub>	0.152	-0.171	-0.152	0.069	0.234	0.243	-0.190	0.151	0.444	0.036	-0.019	-0.038	0.207	0.393	0.048	1.0	
X <sub>17</sub>	0.329	0.235	0.139	0.297	-0.154	0.430	-0.260	0.504	0.615	-0.027	-0.217	0.146	0.144	0.044	0.217	0.384	1.0
<b>Preliminary estimates of communalities; eigenvalues of the correlation matrix: Total=17</b>																	
	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	X <sub>10</sub>	X <sub>11</sub>	X <sub>12</sub>	X <sub>13</sub>	X <sub>14</sub>	X <sub>15</sub>	X <sub>16</sub>	X <sub>17</sub>
Eigenvalue	4.04	2.90	2.41	1.94	1.61	0.97	0.75	0.56	0.47	0.41	0.31	0.22	0.18	0.10	0.08	0.04	0.004
Share %	23.8	17.0	14.2	11.4	9.5	5.7	4.4	3.3	2.8	2.4	1.8	1.3	1.0	0.6	0.5	0.2	0.0
Cumulative %	23.8	40.8	55.0	66.4	75.9	81.6	86.0	89.3	92.1	94.5	96.3	97.6	98.6	98.2	98.7	98.9	100.0
<b>Model of factors</b>																	
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Communalities		Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Communalities				
X <sub>1</sub>	-0.412	-0.695	0.145	-0.125	0.311	0.786	X <sub>10</sub>	-0.235	0.416	0.643	0.001	0.245	0.702				
X <sub>2</sub>	-0.650	-0.020	0.424	-0.300	-0.131	0.711	X <sub>11</sub>	0.214	-0.780	0.298	0.329	-0.191	0.887				
X <sub>3</sub>	-0.500	0.429	0.480	-0.384	0.030	0.814	X <sub>12</sub>	-0.352	-0.630	0.364	-0.169	0.045	0.683				
X <sub>4</sub>	-0.772	0.234	0.275	-0.033	-0.254	0.792	X <sub>13</sub>	-0.508	-0.637	0.213	0.127	-0.129	0.743				
X <sub>5</sub>	-0.005	0.415	0.377	0.487	0.461	0.764	X <sub>14</sub>	-0.186	-0.005	0.406	0.820	0.019	0.872				
X <sub>6</sub>	-0.649	0.155	-0.246	0.236	-0.199	0.601	X <sub>15</sub>	-0.356	-0.206	-0.205	0.272	-0.636	0.690				
X <sub>7</sub>	0.144	0.494	0.165	0.374	-0.604	0.796	X <sub>16</sub>	-0.311	-0.074	-0.290	0.595	0.492	0.782				
X <sub>8</sub>	-0.791	0.305	-0.192	-0.035	0.019	0.757	X <sub>17</sub>	-0.669	-0.064	-0.410	0.003	0.212	0.664				
X <sub>9</sub>	-0.590	0.087	-0.708	0.032	0.073	0.863											
<b>Dispersion explained by each factor</b>																	
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5												
	4.04	2.90	2.41	1.94	1.61												
	23.8	17.0	14.2	11.4	9.5												
<b>Standardized coefficients of the factor value</b>																	
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5		Factor 1	Factor 2	Factor 3	Factor 4	Factor 5						
X <sub>1</sub>	-0.102	-0.240	0.060	-0.064	0.193	X <sub>10</sub>	-0.058	0.144	0.266	0.001	0.152						
X <sub>2</sub>	-0.161	-0.007	0.176	-0.155	-0.082	X <sub>11</sub>	0.053	-0.269	0.123	0.170	-0.118						
X <sub>3</sub>	-0.124	0.148	0.199	-0.198	0.019	X <sub>12</sub>	-0.087	-0.217	0.151	-0.087	0.028						
X <sub>4</sub>	-0.191	0.081	0.114	-0.017	-0.158	X <sub>13</sub>	-0.126	-0.220	0.088	0.065	-0.081						
X <sub>5</sub>	-0.001	0.143	0.156	0.251	0.287	X <sub>14</sub>	-0.046	-0.002	0.168	0.422	0.012						
X <sub>6</sub>	-0.161	0.053	-0.102	0.121	-0.124	X <sub>15</sub>	-0.088	-0.071	-0.085	0.140	-0.395						
X <sub>7</sub>	0.036	0.170	0.069	0.192	-0.375	X <sub>16</sub>	-0.077	-0.026	-0.120	0.306	0.306						
X <sub>8</sub>	-0.196	0.105	-0.079	-0.018	0.012	X <sub>17</sub>	-0.165	-0.022	-0.170	0.001	0.132						
X <sub>9</sub>	-0.146	0.030	-0.293	0.017	0.045												

of remuneration), X<sub>13</sub> (periodic indexation of salary). Therefore, Factor 2 may be called “remuneration for employee.” Factor 3 is most correlated with variables X<sub>9</sub> (interesting work), X<sub>10</sub> (career opportunities), it can be called “moving up the career ladder.”

Factor 4 is most correlated with variables X<sub>14</sub> (autonomy in work) and X<sub>16</sub> (desire to work in this organization), this factor can be called “interest in the job.” Factor 5 is most correlated with variables X<sub>7</sub> (social utility of the job), X<sub>15</sub> (workers’ unions activity), it can be called “social aspects of the job.”

The analysis identified five factors that determine the positive perception of the motivational policy of the enterprise by employees. This means that in the development of the program to create a positive perception of the motivational policy of the enterprise by employees the most relevant factors are the interest of administration in the employee, remuneration, promotion, interest in the job and social utility of the job. Increased attention to these factors can be a great help when maintaining a favorable level of the motivational policy of the enterprise (Ledashcheva, 2007; Pochekina, 2003).

**Figure 1:** “Scree” plot for determining the number of factors

### 3. RESULTS

#### 3.1. Determining the Main Target Segments for Planning of the Program of Improvement of the Motivational Policy of the Enterprise

Determining the basic target segments is one of the most important areas of the enterprise marketing, which allows to focus the enterprise funds on a specific business area (Sozinova et al., 2016).

Choice of the target segment determines which requirements the company targets to satisfy, what products or services it will provide customers (Saenko et al., 2016).

On the basis of the market research data presented in Table 1, let's conduct a cluster analysis procedure to determine the number of the main segments and to describe their demographic and psychographic characteristics.

Cluster analysis as a method of grouping individuals or objects into unknown groups is widely used to determine the target segments and the description of their profiles (Gitis, 2003).

The results of cluster analysis of the data presented in Table 3 allow to analyze the structure of the main clusters in terms of the level of perception of the motivational policy of the enterprise by employees.

Main stages of cluster analysis (Ovchinnikova, 1998):

1. Similarly to the procedure of factor analysis, the main components of the motivational policy are selected that define effectiveness
2. A way to measure the distance or similarity measures are determined. To group the objects, a certain indicator of similarity or difference is required. Similar objects are grouped together, while those that differ from them get to the other clusters. The following indicators are highlighted among the most popular in cluster analysis:
  - Distance measures, the most popular method of a distance measure is Euclidean distance (Kosterin, 2002);
  - Regression coefficients between the variables (Orlov, 2008) and so on.

In our case, the most successful division into clusters is ensured by a distance measure – “Manhattan distance.”

3. Clustering method is selected (Kibanov and Durakova, 2010). There are two approaches to clustering: Hierarchical clustering and non-hierarchical clustering.
  - Hierarchical clustering (Dubrov et al., 2000). There are approaches such as a single linkage method, complete linkage method, method of averages, semicenter method. In our case, we use Ward's method (Pankratyeva, 1998), which calculates the average of all variables for each cluster, then calculates the squares of the Euclidean distance to the cluster averages for each object. It is based on the loss of information that occurs as a result of separation of objects into clusters and measured using the total sum of squared deviations (Euclidean distances) of each object from the center of its cluster (Ganebnykh et al., 2016).

#### 3.2. Non-hierarchical Clustering (Iterative Division)

The three most commonly used methods among the non-hierarchical methods are:

- Sequential threshold method – in which the cluster is selected and all the objects within a predetermined threshold from the center are grouped together;
  - Parallel threshold method – in which several cluster centers are defined simultaneously;
  - Optimization method – differs from the two above threshold methods by the fact that the objects can then be assigned to other clusters (reallocate) to optimize the total criterion, such as average intracluster distance for a given number of clusters.
4. A decision about the number of clusters is made. The following approaches exist (Berikov and Lbov, 2008):
    - An analyst determines this number in advance on the basis of theoretical knowledge and logic or taking into account certain practical considerations in favor of a certain number of clusters, depending on how they are going to be used (Pochekina, 2004; Tarasenko, 2004; Khaidukov, 2009; Shakhovskaya and Ketko, 2009);
    - A specialist can set the level of clustering, which will be expressed as its value criterion; if the clustering criterion can be easily interpreted, such as the average similarity inside a cluster, the level should be determined that shows the number of clusters;
    - Determining the number of clusters based on the cluster model generated by the program. The distance between the clusters in the successive steps can be taken as a guide, and the analyst decides to stop. When the distance exceeds a certain value or when the distance between the clusters after the next step changes abruptly. This distance is called the “error change” indicators (Berikov and Lbov, 2008; Petukhov et al., 2009).
    - A chart of the dependence on the number of clusters of the ratio of the total dispersion within the groups to intergroup dispersion or a dendrogram is built that shows the appropriate number of clusters. Increasing this number is inappropriate, and its decrease may lead to a combination of dissimilar objects.

In our case, let's consider the latter method for illustrative purposes, i.e., build a dendrogram. The dendrogram (Figure 2)

**Table 3: Results of the hierarchical cluster analysis of market research data**

Stages	Number of clusters	Distance	Combination of clusters		New cluster	Number of objects in a new cluster											
			1	2													
1	19	3.46	12	18	12	2											
2	18	3.65	12	14	12	3											
3	17	3.74	9	20	9	2											
4	16	4.36	5	7	5	2											
5	15	4.47	4	11	4	2											
6	14	4.70	12	13	12	4											
7	13	5.00	1	19	1	2											
8	12	5.19	3	10	3	2											
9	11	5.74	6	8	6	2											
10	10	6.00	15	17	15	2											
11	9	6.08	5	16	5	3											
12	8	6.91	1	9	1	4											
13	7	7.64	2	3	2	3											
14	6	7.97	4	5	4	5											
15	5	8.89	1	4	1	9											
16	4	9.73	6	12	6	6											
17	3	10.31	6	15	6	8											
18	2	12.09	1	6	1	17											
19	1	16.98	1	2	1	20											
Cluster	Number of objects		Share, %														
1	9		45.0														
2	3		15.0														
3	8		40.0														
Listing of clusters																	
Objects	Cluster	Objects	Cluster	Objects	Cluster												
1	1	8	3	15	3												
2	2	9	1	16	1												
3	2	10	2	17	3												
4	1	11	1	18	3												
5	1	12	3	19	1												
6	3	13	3	20	1												
7	1	14	3	-	-												
Averages on clusters																	
	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>	X <sub>5</sub>	X <sub>6</sub>	X <sub>7</sub>	X <sub>8</sub>	X <sub>9</sub>	X <sub>10</sub>	X <sub>11</sub>	X <sub>12</sub>	X <sub>13</sub>	X <sub>14</sub>	X <sub>15</sub>	X <sub>16</sub>	X <sub>17</sub>
1	8.78	7.11	7.00	7.22	8.33	7.11	4.33	5.67	7.00	7.78	7.22	8.22	7.33	6.44	3.78	6.33	8.00
2	8.33	6.33	6.67	6.67	7.00	4.67	4.67	3.33	4.67	7.00	8.00	8.33	7.67	6.00	3.33	4.00	6.33
3	8.50	7.63	7.75	8.00	7.38	8.13	4.63	8.13	8.00	7.28	6.50	8.13	7.88	6.0	4.13	5.13	8.25
Semicenter	8.60	7.20	7.25	7.45	7.75	7.15	4.50	6.30	7.05	7.50	7.05	8.20	7.60	6.20	3.85	5.50	7.85
Cluster semicenters																	
1			0.0000		5.4705		3.6621										
2			5.4705		0.0000		7.6723										
3			3.6621		7.6723		0.0000										

shows that all respondents were divided into three clusters.

- Evaluation and profiling of clusters are based on the data presented in Table 3. After the formation of clusters, the analyst needs to describe them. One of the commonly used indicators is semicenter – the average value of the cluster objects by each of the variables that shape the profile of each object. If the data are interval and clustering is performed in the space of the original variables, this indicator can be considered quite a natural indicator of the free description (Trofimov, 2011; Khrupin, 2012).

It is useful to profile clusters in terms of the variables that were used for clustering (Table 4) and in terms of the ones that have not been used for clustering. They are demographic, psychographic factors, characteristics of use of the product (Kozlov, 2008). For example, if the clusters have been formed on the basis of benefits sought by people, their further profiling can be done in terms of

the demographic and psychographic variables to adjust marketing program for each cluster.

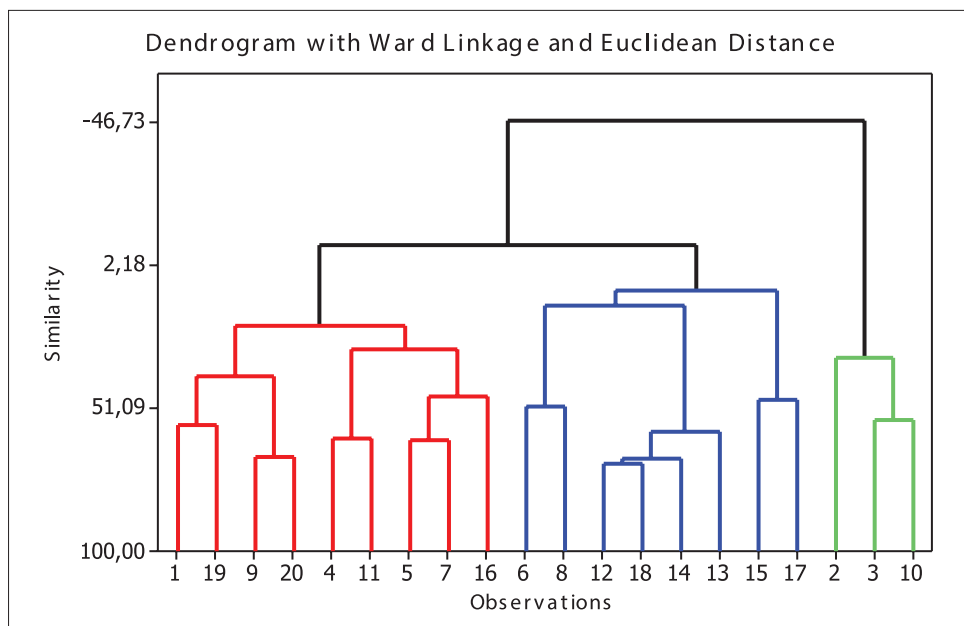
Variables that see a significant difference between the clusters can be detected with the help of discriminant or a single-factor analysis of variance (Sozinova et al., 2015; Ward, 1963).

## 4. CONCLUSION

Interpretation of the cluster analysis results allows us to make the following conclusions:

- The obtained clusters vary in size. The first and the third clusters particularly stand out, which cover 45.0% and 40.0% aggregate respectively;
- The first cluster includes respondents who have a relatively high score of such components of the motivational policy as X<sub>1</sub> (level of the employee's salary), X<sub>9</sub> (interesting work), X<sub>4</sub>

**Figure 2:** Dendrogram to determine the target segments of the motivational policy impact



**Table 4: Main variables for description of the profiles of target segments**

Components of corporate symbols	
X <sub>1</sub>	Level of the employee’s salary
X <sub>2</sub>	Commensurability of the remuneration and work effort
X <sub>3</sub>	Labor conditions existing in the organization
X <sub>4</sub>	Relationships between the management and the employee
X <sub>5</sub>	Relationships with colleagues
X <sub>6</sub>	Possibility of advanced training
X <sub>7</sub>	Social utility of the job
X <sub>8</sub>	Loyalty programs for employees
X <sub>9</sub>	Interesting job
X <sub>10</sub>	Opportunity for career growth
X <sub>11</sub>	Need for overtime
X <sub>12</sub>	Timeliness of remuneration
X <sub>13</sub>	Periodic indexation of remuneration
X <sub>14</sub>	Autonomy in the work
X <sub>15</sub>	Workers’ unions activity
X <sub>16</sub>	Desire to work in this organization
X <sub>17</sub>	Recognition of employee achievements by management

(relationships between the management and the employee), X<sub>11</sub> (need for overtime), X<sub>5</sub> (relationships with colleagues), X<sub>7</sub> (social utility of the job), X<sub>16</sub> (desire to work in this organization), i.e., these respondents are more susceptible to meaningful variables of the motivational policy;

- The second cluster includes respondents who have a relatively high score of such components of the motivational policy as X<sub>2</sub> (commensurability of the remuneration and work effort), X<sub>3</sub> (labor conditions existing in the organization), X<sub>10</sub> (opportunity for career growth);
- The third cluster includes respondents who have a relatively high score of such components of the motivational policy as X<sub>6</sub> (possibility of advanced training), X<sub>8</sub> (loyalty programs for employee), X<sub>12</sub> (timeliness of remuneration), X<sub>14</sub> (autonomy in work), X<sub>17</sub> (recognition of employee achievements by management), i.e. these respondents are more susceptible to psychological variables of the motivational policy.

The analysis shows that the obtained clusters (target segments) strongly differ from each other. This suggests that the enterprise should develop a variety of programs to create a positive perception of the motivational policy of the enterprise by its employees.

Thus, it is possible to identify the main directions for the service industry enterprises that are most important for the formation of employees’ loyalty to the enterprise. The enterprise should give special attention to these factors in the development of various activities for the development of the motivational programs of the enterprise.

The paper defines the main directions for improvement of the motivational policy of the enterprise, and sets target segments that need special attention when developing the measures of the motivational policy of the enterprise.

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