

Motivational factor in the personnel management system at modern production enterprises

Medvedieva Maryna, *student*; Sumy State University, gr.M-91an/1y

Bondar T.V., *PhD*; Sumy State University

Formulation of the problem. Labor motivation is understood as organizing the work of the company so that everyone tries to perform professional duties in the best possible way and "gives his or her best. In other words, each employee receives an internal incentive that increases productivity and is directed toward a common goal. Often the administration of the firm operates the old way: encouraging the best, punishing the worst and holding annual corporate parties for all. But this scheme does not always work. Hardly want to go to corporate if the daily work environment is depressing. Competent stimulation of staff requires a manager to know the basic methods of motivation. A subordinate, whose contribution to the overall achievement is not noticed or not appreciated, will not want to "prove themselves" in the future. Despite the existence of a list of developed and perfectly proven personnel motivation schemes, many business leaders are faced with some difficulties. Modern chiefs need to approach the issue of stimulating their subordinates competently in order to achieve high performance of the organization at the lowest cost.

Relevance of research. I believe that this topic is relevant at all times. Because the world is changing, its rules and the human way of life are changing. And in the same way motivation itself, its application and form are changing. Something, of course, remains formulaic, and something can be used as an example, but modified. An experienced boss knows that an attentive approach to employees, timely encouragement and responding to blunders is the key to a successful business. Soviet times were remembered for boards of honor, incentive certificates and souvenir gifts. Today's ways of motivating a business team are different from the Soviet era. Personnel management is a separate science, in which methods of staff motivation receive special attention.

Forming the purpose and the objectives of the article. The main purpose of the work is to identify motivational factors in the personnel management system at modern production enterprises with suggestions to improve their action by analyzing and using different theories of motivation. In accordance with the main goal, the following tasks were defined: - to analyze the theoretical and methodological approaches to employee motivation in the enterprise; - to formulate suggestions for improving human motivation by looking at their motivation, motivation from the company and the results of their work.

Presentation of the main material of study. Motivation system must meet the basic needs of the team and easily upgraded to reflect the changing conditions.

Conventionally, the system of staff motivation is divided into two forms: material and non-material. Economic (material) stimulation is one of the most popular types of strengthening the efficiency of employees of the enterprise. The competent approach to payment for work increases labor productivity. There are many more types of non-material motivation.

Ways to motivate personnel are developed with a specific goal in mind: to stimulate an increase in the quality of work of subordinates. There are many innovative methods of improving performance. All of them can be conditionally divided into three main categories:

1-Individual motivation is aimed at working with individual subordinates.

2-Moral and psychological motivation is used to meet the basic internal needs of workers.

3-Organizational motivation helps to create a system of incentives for employees within the institution.

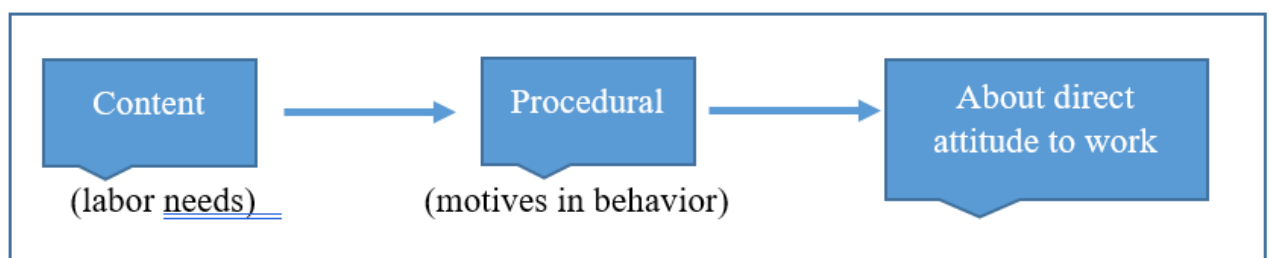


Figure 1 – Classification of motivation

There is no single rule or way to motivate staff, but there are principles for developing your own effective method:

1. Motivation that makes the employee feel important and needed will be effective. Such encouragement arouses respect and good envy among colleagues. However, in everything should know the measure, otherwise the loss of awards will lead to the moral disqualification of the employee.

2. Unforeseen one-time encouragement works more successfully than systemic (monthly accrual of bonuses for quality work). Systemic methods quickly become accustomed to and are considered part of the norm.

3. Praise works better than punishment.

4. The reaction of the management (positive or negative) should be immediate. Thus, the subordinate feels significant: the chief does not care about his achievements or failures.

5. An intermediate result is also a result! Stimulating employees for small successes will accelerate achievement of the main goal.

Also, among all methods of personnel motivation the most effective are non-standard ones. Such methods do not require large financial expenses and are based on the creative approach of management to the organization of labor. Many managers encourage human resources employees who offer non-standard approaches to motivate personnel (Indeed Editorial team, 2022, June 24); (Evan Tarver, 2020, May 05).

An example of such non-standard solutions is:

- A mock form of punishment for negligent subordinates, playrooms, surprise gifts, and taking care of families, additional holidays, "repetition", or the methodology of analogy (it appeared during the crisis, when many firms were not able to financially encourage their employees. Based on psychological characteristics of people, namely the unconscious imitation. The head by example motivates his subordinates to perform their professional duties well)

There is no single rule or best method of motivation. Often intangible ways of rewarding help to achieve the desired result much faster than monetary payments. The best solution is to use a set of measures aimed at stimulating the work of your staff (Brendan Lake, 2017, November 6); (World of work project).

Motivation techniques can be used at different levels. The most effective option is to have them approved at the level of the highest authorities in the company. As is customary in state companies, whose experience makes sense to be guided by, the developed motivation system must be approved at the level of the Board of Directors.

On the one hand this requires much extra effort from the company's management, and a crude, inconsistent and unfinished system cannot be brought to the Supervisory Board. On the other hand, approving it in this way will help to convince all employees of its effectiveness, to reduce the element of voluntarism and unfairness, and to establish clear and predictable rules of the game for everyone.

Therefore, the stages of motivation system implementation should begin with a serious and systematic approach to its development.

Conclusion. Most large companies use the same basic system of motivation in their activities as government organizations. The system of key performance indicators has proven to be one of the most effective mechanisms. At the same time it is necessary to develop separate methods of motivation for specialists engaged in different spheres. The system of personnel motivation depends largely on the peculiarities of the psychology of the employees involved in specific areas of activity. Most of the motivational practices used in Ukraine are borrowed from international experience.

References:

1.Indeed Editorial team. 2022, June 24. Human motivation principles: A definitive guide. Retrieved from <https://www.indeed.com/career-advice/career-development/human-motivation-principles>

2.Evan Tarver. 2020, May 05. What is motivation? Principles, Theories & How it works. Retrieved from <https://evantarver.com/what-is->

motivation/#:~:~text=The%20three%20key%20components%20of,and%20theories%20that%20come%20next.

3. Brendan Lake. 2017, November 6. Engage your students with the 6 C's of motivation. Retrieved from <https://teachonline.asu.edu/2017/11/engage-students-6-cs->

motivation/#:~:~text=Turner%20and%20Paris%20(1995)%20identified,Challenge%20C%20Consequence%20and%20Collaboration.

4. World of work project. John Adair Adair's 8 basic rules of motivation. Retrieved from <https://worldofwork.io/2019/02/adairs-8-basic-rules-of-motivation/#:~:~text=These%20are%3A%20be%20motivated%20themselves,fair%20rewards%20and%20give%20recognition.>