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THEORETICAL ASPECTS OF PERSONNEL MOTIVATION MANAGEMENT IN THE SYSTEM OF PERSONNEL POLICY AND PERSONNEL SECURITY

The article deals with a complex of issues related to the role of personnel motivation and stimulation of employees' activity in modern enterprises. The study of the process of personnel motivation management is carried out. The essence and system of motivation of the personnel in the organizations and its forms are revealed. Methods of staff motivation are considered. The necessity of improvement of stimulation of labor activity of employees in the personnel management system at the enterprises in Ukraine is substantiated.

Keywords: management, motivation, personnel, stimulation, system, enterprise.

Introduction. An intensive study of the problem of motivation for work was first started by the classic of English political economy Adam Smith, who came to the following conclusions: a person will always try to improve his economic condition when given the opportunity. Therefore, the main motive of human activity, according to Adam Smith, is economic interest, the thirst for maximum economic benefits and the natural desire to improve own wealth.

Modern economic development and rapidly developing scientific and technological advancements have a great impact on entrepreneurial activity and require the involvement of highly qualified specialists, increased competitiveness and many other resources in order for the enterprise to be able to stay on the market for a long time. Today, for most businesses and organizations, the question of the need to improve the personnel motivation system in order to ensure the productivity of employees in order to achieve an increase in enterprise efficiency indicators as a whole arises.

Literature review. Well-known foreign scientists, such as: A. Maslow, V. Abramov, K. Alderfer, D. McClelland, V. Vrum, K. Levin have made a huge contribution in determining the problems of motivation in the personnel management system and in the process of the theory and practice of labor motivation. Attempts to explain the relationship between staff motivation, personnel policies and the safety of the business entity are reflected in publications [1-4]. However, due to the constant changes of the market environment, the personnel motivation management system requires more modern approaches, methods and research that will provide the company with successful, long-term functioning and good business reputation. Thus, there is a need for an effective motivational mechanism that meets the current economic conditions, which will be able to adapt quickly and easily to changes in the economy, and which will ensure efficient use of labor resources, competitiveness, productivity and profitability of the enterprise.

The purpose of the article. The aim of this article is to study the essence of the process of managing personnel motivation and to explore methods to meet the basic needs of the organization's personnel within the implementation of personnel policy and to ensure the personnel security of the entity.

Results and discussion. Personnel motivation management is a process that involves the development and implementation of measures aimed at improving the skills, knowledge, motivation

and competence of employees required by the overall enterprise development strategy [5]. It can be concluded that the main task of managing staff motivation is to simultaneously combine training, upgrading of employees and work motivation, and stimulating them to perform a high level of work.

Employee motivation system is one of the main components of such systems as personnel management and personnel security of the enterprise.

An effective system for managing staff motivation should be considered a system that provides for the implementation of general (organization, incentive, planning, coordination, accounting, control) and specific (analysis of the existing system of motivation of staff work, the formation of goals, strategies and principles of organizational policies in the field of incentives and employee motivation, content planning, structure of this system, management of material and intangible benefits, personnel, information and documentation support of the systems of motivation of labor activity of personnel) management functions [6, p. 79, 7]. During the development of such a system, the employee will be satisfied with the needs of the work process, and thus the person's potential for achieving the goal will be activated.

With regard to the concept of "motivation" there are many interpretations that reveal the essence of this scientific category from different content sides.

Table 1

Basic interpretations of the concept of "motivation" in the scientific literature

Definition of "motivation"	Author, source
1. The process of encouraging yourself and others to work toward the personal or organizational goals	The definition is given in the book M. H. Mascon, M. Albert, F. Hedowry "Fundamentals of Management"
2. Labor efficiency under other equal conditions is determined by a person's personal attitude to work, his or her work behavior	This definition of motivation is given in the book "Motivation, stimulation and evaluation of staff" by A. Kolot
3. Encouraging people to engage in activity, the process of conscious choice by a person of a certain behavior based on internal and external factors, or on motives and incentives	N. Dryakhlova, E. Kupriyanov [8, p. 84]
4. The function of leadership, which consists in the formation of incentives for employees to work (to encourage them to work with full return), as well as in the long run to act on the employee in order to change the structure of his/her values and interests, set the appropriate motivational core and development on this basis of labor potential	A. Kibanova [9, p. 305], O. Krushelnytska [10, p. 117]
5. The function of leadership, which forms in the subordinates incentive to work with maximum profit for the enterprise	I. Mushkin [11, p. 44-45]

Source: based on [8-11]

By the mentioned above definitions, the concept of "motivation" is often equated with an incentive based on the activation of the human factor, the conscious choice of the person. Thus, the main task of management is to find out the range of interests and needs of staff, which will ensure the formation of an optimal system of staff motivation.

Personnel motivation system is a system of managerial influences on employees' motives aimed at maximizing the effectiveness of a particular organization. It involves establishing relationships between the goals of the enterprise, its structural units and the goals of individual employees of the organization, as well as the interdependence of the amount of remuneration of the personnel of the enterprise on the efficiency and productivity of their work.

When developing a system of staff motivation, the manager should follow the following sequence:

- diagnostics of the current staff motivation system;
- formulation of basic goals of motivational policy and basic structural elements of the system;
- formation of components of the system of material incentives for staff;

- formation of the components of the system of non-material incentives for personnel;
- development of internal normative documents of the personnel motivation system.

The current system of staff motivation is one that includes various forms of incentives (Fig. 1) according to the needs of employees and the capabilities of the organization. The most effective form is material motivation – wages, bonuses. However, it is impossible to achieve a high level of employee motivation solely on the basis of payment of wages or bonuses.

FORMS OF MOTIVATION:	
✚	<i>Material</i>
✚	<i>Intangible</i>
✚	<i>Positive</i>
✚	<i>Negative</i>
✚	<i>Internal</i>
✚	<i>External</i>
✚	<i>Self-motivation</i>

Fig. 1. Main forms of personnel motivation system

Source: created by the authors based on the research results

One of the main factors for increasing labor productivity is the optimization of the personnel motivation system (Fig. 2).

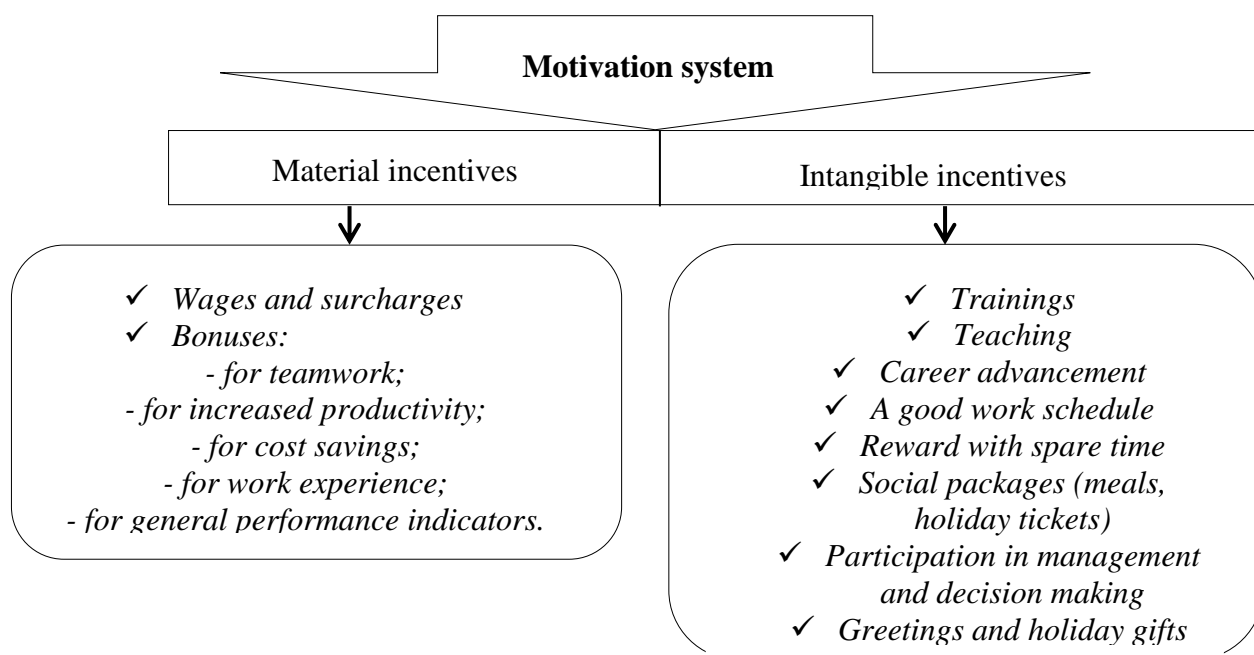


Fig. 2. Methods of improvement of personnel motivation system

Source: generated by authors based on [12-16]

Motivation methods are methods of managerial influence on staff to achieve the goals of the organization [13]. They are based on the laws of management, provide for the use of the management apparatus to organize various methods of influence on staff in order to enhance its activities. In order to achieve the activation of personnel work, the manager must constantly monitor his subordinates in order to know about their actual needs that will encourage them to take action (Fig. 3).

There are so-called methods of meeting the basic needs of the staff of the organization and accordingly the actions of the manager with respect to each type of needs [13, p.369], namely:

1. *Physiological needs.* People who work because of the need to meet physiological needs are little interested in the content of work, focused on wages, working conditions, the ability to avoid fatigue.

- ✓ **Manager actions:**

- providing the necessary working conditions in terms of lighting, temperature, noise level, etc.;
- low wages.

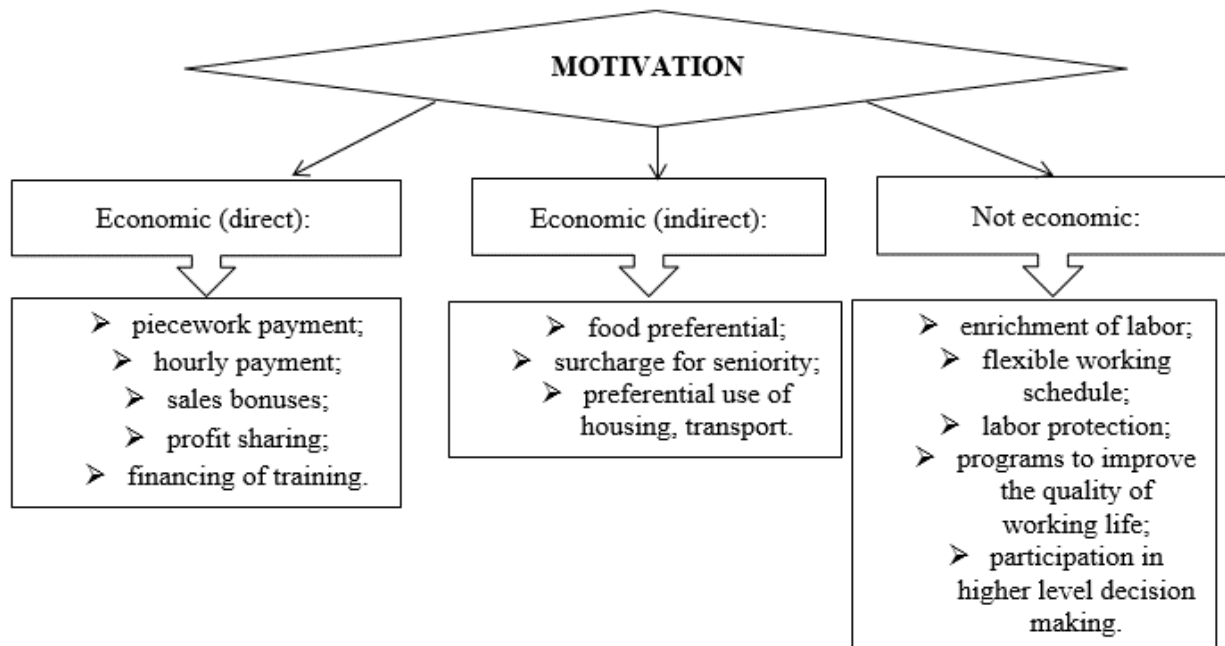


Fig. 3. Classification of types of motivation of personnel at the enterprise [14]

2. *Security and security needs.* They are specific to people who are primarily in a stable and secure environment, providing protection against fear, disease, pain and other suffering.

✓ Manager actions:

- development of a simple and reliable social insurance system;
- wages should be higher than the subsistence level;
- provision of workplace safety guarantees, health insurance, retirement benefits;
- enabling professional development to ensure stability at the workplace.

3. *Needs of belonging and involvement.* People with this type of need, need free communication and a good relationship with their manager.

✓ Manager actions:

- organization of corporate culture to be supported by employees;
- creating an atmosphere of a single team;
- give employees a job where communication is the main task.

4. *The need for recognition and respect.* Employees with such needs strive to take the place of a leader in a team or recognized authority when solving certain tasks.

✓ Manager actions:

- offer interesting, responsible and meaningful work to subordinates;
- highly evaluate the initiative, creative attitude in solving problems;
- to promote the raising of subordinates in the service, to provide training, retraining, which will increase the level of professionalism;
- treat subordinates with respect.

5. *The need for self-expression.* These are human needs for creativity in the broad sense. Such needs are vested in open-minded and independent individuals.

✓ Manager actions:

- ensuring freedom in the choice of means of solving problems;
- delegate to subordinates a part of their powers, responsibilities, promote official promotion;
- ensure high pay and other forms of recognition of merit.

With regard to the situation in foreign countries the problem of staff motivation is much more common and is widely discussed. For example, when considering the Western European countries, the

dominant role in the personnel management system is given by company executives to intangible methods of employee motivation, namely [10]:

➤ *Personnel motivation method in US.* Americans are supporters of "individualism", so in addition to the system of remuneration, managers are successfully implementing family programs for their subordinates, in which management provides the employee:

- ability to work on a flexible schedule;
- help in the selection of babysitters;
- corporate gardens and creches.

Equally important to Americans is staff training. At large corporations spend up to \$ 800 million a year on this. According to the managers, this approach provides an increase in individual returns and leads to high profitability and success of the company.

➤ *Personnel motivation system in Japanese.* This method is characterized by the notion of "groupism" when a company where an employee sometimes goes to life becomes a second family for him. The company provides the employee:

- interest-free lending;
- payment of expensive training not only for the worker but also for his children;
- sponsors for family holidays (birthdays, weddings, anniversaries);
- in some cases, provides housing for life;
- interchangeability system – great career and professional growth opportunities.

➤ *Swedish method of motivation.* For Sweden, the overriding values are friendship, partnership and team. Second place in the ranking of priorities for the Swedes is interesting work, and only in seventh place is the salary. Many Swedish executives allow their employees to work at home, confidently and quietly develop their country within the walls, so to speak, of a home office.

With regard to the situation in Ukraine, in our opinion, from the existing methods of personnel motivation, the method of "whip and gingerbread" prevails. The actions of domestic executives are limited to the standard entrepreneurial style of doing business – we run to where we can earn more and do what is profitable today.

At present, the vast majority of enterprises in Ukraine do not have a well-defined strategy for staff motivation: managers do not pay attention to their subordinates at all, do not try to keep them, and believe that there are no irreplaceable specialists. The result of this attitude of the manager to his staff is: sad salespeople in stores, busy waiters in restaurants, impersonal managers in companies, names that are not something that is unknown to anyone, and which do not even want to know.

Ukrainian companies spend huge amounts of money to deceive "worthy" workers from other enterprises, and then wait for miracles when positive changes in production occur or when profits begin to increase without any effort, and when the situation remains unchanged, "decent" "replaced by a more "decent" employee, and again waiting for miracles. At the same time, executives use fear as a motivation for employees, intimidating staff by lowering their salaries, withholding bonuses, or dismissing them altogether, while the specialist's salary is, in fact, equal to the monthly lunch amount in the dining room where he or she works. Sad, isn't it?! So, given all of the above, we can conclude that the system of staff motivation at modern enterprises in Ukraine, in comparison with the traditions of doing business abroad, is in a terrible state and leaves much to be desired.

Thus, the management of companies faces an important task – the formation of a typical model of improving the means of motivation of personnel in modern Ukrainian enterprises in order to ensure the interest of employees in improving productivity and realizing their work potential. The vast majority of domestic enterprises prefer the material form of employee motivation (wages, bonuses), respectively, the intangible form is at a low level and needs improvement.

The structure of the model of improvement of means of motivation of the personnel at the modern Ukrainian enterprises can be such as:

- 1) diagnostics of the current system of motivation of the personnel existing at the enterprise;
- 2) the process of forming the goals of the personnel motivation policy, the search for the problem of deterioration of the company's performance, as well as determining which of the forms of employee motivation (tangible or intangible) caused the ineffective personnel management;
- 3) optimization of material form of motivation of workers:

- ✓ implement a bonus system:
 - for professional successes and achievements - for managers, professionals, specialists;
 - bonuses for high performance and uninterrupted production for manufacturers;
 - quarterly and annual bonuses for employees who have shown the best results for a particular quarter (year);
 - awards for certain events in the life of an employee (birthday, wedding, anniversary, birth of a child).
- ✓ ensure high wages for workers;
- ✓ fees and other cash payments in the form of a percentage of signed agreements and contracts;
- ✓ payment for employee training.
- 4) Optimization of intangible form of staff motivation:
 - ✓ implement a quality social package to provide:
 - improving the level of qualification and giving employees the opportunity to acquire new knowledge;
 - handing out gifts to employees;
 - organization of corporate holidays, parties and rest for staff;
 - a reliable social security system for workers;
 - preferential food, preferential use of housing and transport;
 - ✓ flexible working schedule;
 - ✓ ensuring comfortable and safe working conditions;
 - ✓ establishment of places for staff rest at the enterprises;
 - ✓ establishment of organizational culture and creation of atmosphere of a single team;
 - ✓ public greetings, gifts, certificates, certificates, praise for professional achievements and successes.
- 5) Implementation of social benefits:
 - free medical examination;
 - free vacation during holidays;
 - free access to the gym on the territory of the enterprise.

Conclusions.

1. We have studied the essence of the process of personnel motivation management, which is characterized by the development and implementation of measures aimed at improving the skills, knowledge, motivation and competence of employees, in accordance with the overall strategy of enterprise development.

2. The methods of meeting the basic needs of the personnel of the organization, which are based on the management laws and provide for the use of various methods of influence on the staff in order to intensify its activity, are investigated. These needs are: physiological; security and safety; independence and involvement; recognition and respect; self-expression.

3. It is established that motivation in the personnel management system plays a very important role for both employees and their direct managers, and for the enterprise as a whole. One of the main tasks of management is to determine the interests of the needs of employees, to find a common language with subordinates in the atmosphere of a single team. The system of managerial influences on employees' motives aimed at achieving the maximum efficiency of the enterprise activity is the system of personnel motivation.

Consideration of the methods of personnel motivation at the enterprises in the countries of Western Europe shows that the level of the system of motivation of workers at the Ukrainian enterprises needs development and optimization, therefore in the offered article the typical model of improvement of the means of the personnel motivation for activity of the enterprises in Ukraine was formed.

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ТЕОРЕТИЧНІ АСПЕКТИ УПРАВЛІННЯ МОТИВАЦІЄЮ ПЕРСОНАЛУ В СИСТЕМІ КАДРОВОЇ ПОЛІТИКИ ТА КАДРОВОЇ БЕЗПЕКИ

***Проблема.** Нині однією з головних проблем українських підприємств є використання неефективної системи мотивації персоналу або взагалі її відсутність. Сучасний розвиток економіки та науково-технічний прогрес мають великий вплив на підприємницьку діяльність, і потребують залучення висококваліфікованих спеціалістів, посилення конкурентоспроможності та безліч інших ресурсів, аби підприємство мало змогу стало і тривало триматися на ринку. Для більшості підприємств і організацій постало питання щодо необхідності вдосконалення системи мотивації персоналу з метою забезпечення продуктивності роботи працівників, аби тим самим досягти зростання показників ефективності підприємства в цілому.*

***Мета статті** – розкрити сутність процесу управління мотивацією персоналу та дослідити методи задоволення основних потреб персоналу організації в межах реалізації кадрової політики підприємства та для забезпечення кадрової безпеки суб'єкта господарювання.*

***Методи.** Для досягнення поставленої мети, під час дослідження, були використані такі методи: якісні та кількісні методи обробки даних, емпіричний, графічний метод та метод узагальнення.*

***Результати.** У статті описані основні поняття, пов'язані з роллю мотивації персоналу суб'єкта господарювання та стимулювання активності працівників на сучасних підприємствах. Вивчено процес управління мотивацією персоналу. Розкрито сутність та систему мотивації персоналу в організаціях та її форми. Розглянуті методи мотивації персоналу. Обґрунтовано необхідність вдосконалення стимулювання трудової діяльності в системі управління персоналом на підприємствах України.*

***Наукова новизна.** Розроблено структуру моделі вдосконалення засобів мотивації персоналу на сучасних українських підприємствах, яка передбачає діагностику чинної системи мотивації персоналу, що існує на підприємстві, процес формування цілей мотиваційної політики персоналу, пошук проблеми погіршення працездатності підприємства, а також визначення, яка з форм мотивації працівників (матеріальна чи нематеріальна) стала причиною неефективного управління персоналом, оптимізацію матеріальної і нематеріальної форми мотивації робітників, впровадження політики соціальних вигод.*

***Висновки.** Одним із основних завдань керівництва є визначення інтересів потреб працівників, знаходження спільної мови з підлеглими у атмосфері єдиного колективу. Системою управлінських впливів на мотиви працівників, що спрямовані на досягнення максимальної ефективності діяльності підприємства, є система мотивації персоналу. Розгляд методів мотивації персоналу на підприємствах в країнах Західної Європи демонструє, що рівень системи мотивування працівників на українських підприємствах потребує розвитку та оптимізації, тому у пропонуваній статті було сформовано типову модель удосконалення засобів мотивації персоналу для діяльності підприємств в Україні.*

***Ключові слова:** управління, мотивація, персонал, кадрова політика, система, кадрова безпека, підприємство, суб'єкт господарювання.*

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