

ПІДПРИЄМНИЦТВО, МЕНЕДЖМЕНТ, МАРКЕТИНГ
ENTREPRENEURSHIP, MANAGEMENT, MARKETING

UDC 331.101.3

DOI: 10.31651/2076-5843-2020-3-24-30

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**STRENGTHENING THE MOTIVATION OF ENTERPRISE PERSONNEL BY
KNOWLEDGE MANAGEMENT MEASURES IN THE CONTEXT OF CHANGE
MANAGEMENT**

In the conditions of modern market relations, employees of organizations are required to maximize returns. Accordingly, for this they must be motivated, able to satisfy their social and physiological needs. The article highlights the concept of «motivation» as an economic category (the process of inducing people to work, which involves the use of motives for human behavior to achieve personal goals or the goals of the organization) and its main tasks are presented. Motivation is considered as a process, and several successive stages are highlighted in it; features of the types of motivational climate are indicated. Foreign experience in reforming the system of training and retraining of personnel is analyzed, it is indicated that the sustainable development of modern companies in the conditions of fierce competition is impossible without reforming the system of training and retraining of personnel. The main requirements that are presented to managers of all levels at the present stage (professional competence; the availability of general training in the field of management; knowledge of the engineering and technology of modern production; knowledge of the theory of economics, law, pedagogy and psychology; mastery of administrative skills; the ability to independently accept reasonable strategically correct decisions and strive for their implementation; a sense of new, the ability to anticipate trends in the development of the company taking into account changes in the external environment and market conditions; the ability to manage people). Based on a review and critical analysis of literary sources, the paper proposes ways to strengthen the labor motivation of personnel (improving the quality of general management, improving the quality of managing personnel at middle and lower levels of internal management, improving professional skills and quality of work of employees). The objective conditionality of the practical implementation of the organization of continuous systematic training of the enterprise personnel has been proved, which, in turn, requires appropriate reform of the organizational, methodological and informational support of the internal company training and retraining system.

Keywords: motivation, knowledge management, staff, enterprise, qualification, training, change management.

Introduction. The formation of effective labor motivation is an important section in the chain of transformations, which carried out during the transformation of the domestic economy. In market conditions, employees need the ability to organize their work so that their efficiency was maximum.

An important factor in strengthening the labor potential should be the personal interest of employees, based on the ability of pleasuring their social and physiological needs.

Literature review. Aspects of motivational management, namely the direction of staff motivation were studied by Arabadzhi Yu. I., Bala V. V., Vlasenko O. S., Ganzhurova L. Y., Didur K. M., Zelenko G. I., Kushneryk O. V., Lyakh Y. V., Matsak A. G., Plotnikova N. V., Urmanov F. S., Khomenko I. M., Charikova Y. V., Tsyganova N. and others. In their works the question of the place of motivation of the personnel is considered, the basic difficulties of adaptation of the personnel management system to modern conditions of functioning are outlined. At the same time, comprehensive research of strengthening of labor staff motivation have not been sufficiently considered to date.

The purpose of the article is to generalize the theoretical foundations of motivational management and modern approaches to strengthening of labor staff motivation.

Results and discussion. For many years, managers have used various means to increase of human interest in work. Due attention was paid to this problem by scientists who constantly studied the nature of human motivation to work. Motivation– is a process of motivating people to work, which involves the use of motives of human behavior to achieve personal goals or goals of the organization [1, p. 383]. Every manager for successful leadership of people should generally outline what his subordinates want or do not want, what external and internal motives for their behavior, in what ratio they are, how they can be influenced and what results should be expected from them. Based on this, the leader must form a certain motivational structure of behavior of subordinates, develop in them the desired motives and weaken the undesirable, or to directly stimulate their actions (Fig. 1).

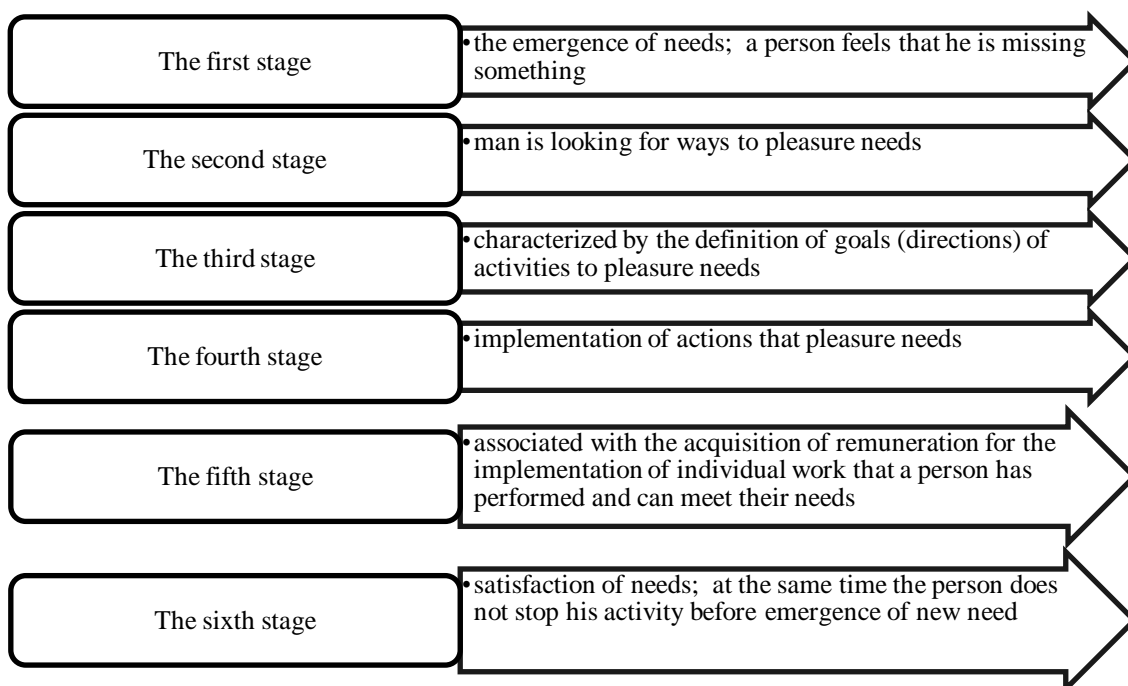


Fig. 1. Stages of the motivational process

Source: adapted by authors from: [3, 6, 13]

The main tasks of motivation are [2, p. 327]:

–formation of each employee’s understanding of the essence and meaning of motivation; training of the personnel of the organization of psychological bases of internal organizational communication;

–formation of managers’ democratic approaches to personnel management using modern methods of motivation.

–to solve these problems it is necessary to analyze the process of formation of motivation in organizations, the changes, which take place in their activities in the transition to market relations.

–considering motivation as a process, we can distinguish several successive stages.

To create the appropriate motivation in the organization it is necessary to direct the efforts of staff to create a proper climate. There are two types of motivational climate: charging and discharging. Their features are shown in the table. 1.

Table 1**Features of types of motivational climate**

Types of motivational climate	
charging	discharging
timely definition and approval of high results of work	constant misunderstanding between employees in the team
diversification of work that allows you to fully use the potential of the employee	lack of trust in employees; poor working conditions
high level of independence and responsibility for work	unusable and poorly holding production equipment and ancillary equipment
constant participation in management decisions related to work	there are no opportunities for training and professional growth
constant studying and professional growth; constant and good professional and personal relations with employees	insufficient attention to employees by the administration
trust in team members; clarity of labor achievements	lack of timely assessment of work by each employee
high position status	low level of cooperation between employees and administrative apparatus
constant awareness of the team and a high level of salary	monotonous and tedious work and inadequate level of salary for amount of work performed

Source: adapted by authors from: [7, 8, 10, 12]

In the scientific literature [3, 11], all intangible methods of motivation are divided into two groups: organizational and socio–psychological.

Let us focus on the features of the application of some intangible methods of motivation in modern management practice, one of which is staff training.

Professional and qualification development of the workforce is inextricably linked with the strengthening of labor motivation of employees. This connection is manifested in the provision of stable employment of staff, employment opportunities in the labor market, higher salary, career opportunities for more skilled workers [4, p. 521]. Sustainable development of modern companies in conditions of fierce competition is impossible without reforming the system of training and retraining of employees.

As foreign experience, shows, in countries with developed market economies, make great efforts in the field of training of employees.

The focus is on the formation of employees with entrepreneurial, creative, strategic thinking. Thus, German companies annually spend about 9 billion marks to improve the level of education and qualifications of staff. In France, the average cost of enterprises for such purposes reaches 3% of the wage bill and continues to grow. In Japan, 80 % of students in the continuing education program study directly in companies, 18 % outside companies, and 2 % abroad. In Western Europe, there are currently more than 200 Training Centers for management professionals, significantly intensifying the process of creating various organizations related to staff training. In countries with developed market economies, there is constant state support for measures for internal training of personnel [5, p. 32].

The formation of market relations in Ukraine is associated with a change in the psychology of both ordinary workers and managers. The main requirements for managers of all levels at the present stage are [6, p. 174]:

- professional competence;
- availability of general training in the field of management;
- knowledge of equipment and technology of modern production;
- awareness in the theory of economics, law, pedagogy and psychology;
- mastering administrative skills;
- ability to independently make justified strategically correct decisions and seek their implementation;
- a sense of the new, the ability to anticipate trends in the development of the firm taking into account changes in the external environment and market conjuncture;
- ability to manage people, etc.

The experience of leading Ukrainian companies that have achieved significant success in the field of reforming the system of training and retraining is very useful for further use in corporate management of other enterprises of the industrial complex of the country. To strengthen the work motivation of staff, work in this direction should be conducted comprehensively, with coverage in a single system of three directions (Fig. 2).

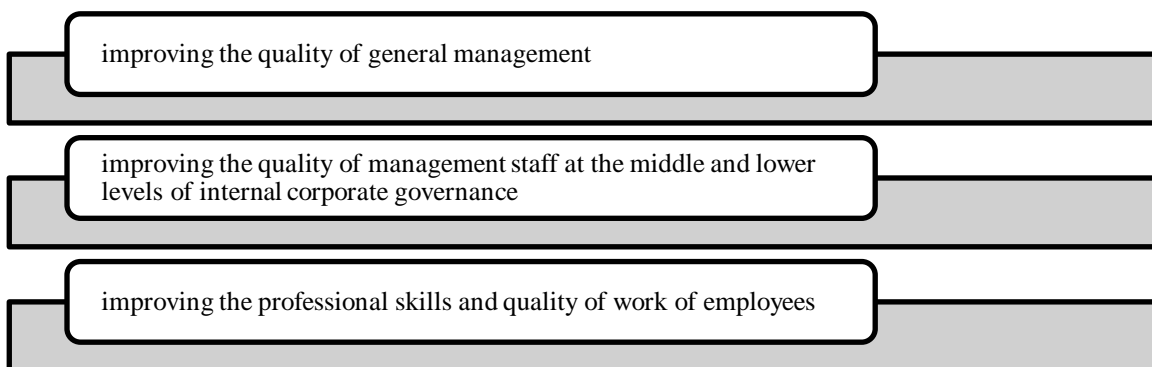


Fig. 2. Directions for strengthening the work motivation of staff

Source: adapted by authors from: [8, 9]

The practical implementation of these directions objectively causes the need for continuous systematic training of personnel of the enterprise, and this, in turn, requires appropriate reform of organizational–methodological and information support of the company ‘s internal system of training and retraining.

No less important method of motivation is the social policy of the organization – first, the organization implements benefits and guarantees in the frameworks of social protection of workers (social insurance in old age, due to temporary disability, unemployment, etc.), established at the state or regional level. Second, organizations provide their employees and their family members additional benefits related to the elements of material incentives, at the expense of funds allocated for these purposes from the social development funds of the organization.

To eliminate the physical and moral discomfort of employees, it is advisable to invest small amounts of money each month in providing opportunities for recreation. For example, one of the latest innovations, which is already actively used by foreign companies – is the equipment of special rooms for employee’s recreation. Western companies have begun to understand that if people are not allowed to rest, they will not be able to work productively. If you allow an employee to feel like at home, then most likely he will take the job more diligently.

By using such motivation incentive tools, the employee gets the opportunity to choose the mode and time of work and rest according to their wishes and physical capabilities, knowing the required amount of work per day. This approach will increase the efficiency of employees and the organization as a whole.

Conclusions. In this regard, we can conclude that effective staff motivation is one of the key places in the management system of each organization. However, it can be argued that in modern conditions, salary is not the only tool of motivation, so the head of the organization in personnel management must pay attention to modern approaches to staff motivation. In order for the methods of motivation to be effective, they must change according to the circumstances that exist at this stage of development of society in general and person in particular. In turn, the head of the organization when choosing a particular method of motivation should, first, be guided by the chosen strategy of personnel management.

In further works in this direction, it is expedient to investigate the problems of creation and functioning of the motivational climate in practice (at the existing organizations, firms, enterprises). Since, taking into account the foreign experience of staff motivation, it can be argued that the theoretical basis of staff motivation exists, but it is necessary to take into account the results of motivational monitoring and adapt them to the labor mentality of Ukrainians and the economic and political situation in the country.

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**ПОСИЛЕННЯ МОТИВАЦІЇ ПЕРСОНАЛУ ПІДПРИЄМСТВА ЗАХОДАМИ
МЕНЕДЖМЕНТУ ЗНАНЬ У КОНТЕКСТІ УПРАВЛІННЯ ЗМІНАМИ**

***Проблема.** Формування діючої трудової мотивації є важливою ланкою в ланцюзі перетворень, що здійснюються в ході трансформації вітчизняної економіки. В умовах ринку від працівників потрібно уміти так організувати свою працю, щоб їх віддача була максимальною. При цьому важливим фактором посилення трудового потенціалу повинна стати особиста зацікавленість працівників, заснована на можливості задоволення своїх соціальних і фізіологічних потреб.*

***Метою** дослідження є узагальнення теоретичних засад мотиваційного менеджменту та сучасних підходів посилення трудової мотивації персоналу заходами менеджменту знань у контексті управління змінами.*

***Результати.** Доведено, що необхідно формувати певну мотиваційну структуру поведінки підлеглих, розвивати у них бажані мотиви і послаблювати небажані, або здійснювати пряме стимулювання їх дій. Узагальнено основні задачі мотивації: формування у кожного співпрацівника розуміння сутності і значення мотивації; навчання персоналу організації психологічним основам внутрішнього організаційного спілкування; формування у керівників демократичних підходів до управління персоналом з використанням сучасних методів мотивації.*

Досліджено етапи мотиваційного процесу та особливості формування заряджувального і розряджувального типів мотиваційного клімату. Розглянуто особливості нематеріальних методів мотивації організаційного і соціально-психологічного характерів, заснованих на менеджменті знань та управлінні змінами.

Наукова новизна. Доведено, що стійкий розвиток сучасних компаній в умовах конкуренції неможливий без реформування системи навчання і перепідготовки кадрів з орієнтацією на формування у працівників підприємницького, творчого, стратегічного мислення. Сконцентровано увагу на необхідності створення центрів навчання фахівців з управління. Розроблено напрями посилення трудової мотивації персоналу через усунення фізичного і морального дискомфорту працівників.

Пропонується використання інструментів мотиваційного заохочення, з допомогою яких співробітник отримує можливість вибору режиму часу праці та відпочинку відповідно до своїх побажань та фізичних можливостей, знаючи при цьому необхідний об'єм праці на день. Такий підхід дозволить підвищити ефективність діяльності працівників та організації в цілому.

Висновки. Ефективна мотивація персоналу займає одне з ключових місць у системі управління кожною організацією. В сучасних умовах зарплата – не єдиний інструмент мотивації, тому керівник організації в контексті менеджменту знань та управління змінами повинен звертати увагу на сучасні підходи до мотивації персоналу. Для того, щоб методи мотивації були ефективними, вони повинні змінюватися відповідно до обставин, які існують на даному етапі розвитку суспільства в цілому та людини зокрема. У свою чергу керівник організації при виборі певного методу мотивації повинен, по-перше, керуватися обраною стратегією управління персоналом.

У подальших роботах у цьому напрямі доцільно дослідити проблеми створення та функціонування мотиваційного клімату на практиці на діючих. Оскільки, беручи до уваги зарубіжний досвід мотивації персоналу, можна стверджувати, що теоретичні основи мотивації персоналу існують, але необхідно враховувати результати мотиваційного моніторингу та адаптувати їх до трудового менталітету українців та економічної і політичної ситуації в країні.

Ключові слова: мотивація, менеджмент знань, персонал, підприємство, кваліфікація, підготовка кадрів, управління змінами.

Одержано редакцією: 02.06.2020
Прийнято до публікації: 16.08.2020