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MANAGING THE COMPANY'S PERSONNEL MOTIVATION SYSTEM

This paper deals with the analysis of the features of managing of the company's personnel motivation system. Thus, the concept "motivation" was considered as well as types of motivation and their role in organisation of motivational system. Also, the principles of the effective organisation of motivational system in a company were described in the paper.

Keywords: *motivational, extrinsic motivation, intrinsic motivation, motivational system.*

Introduction. This paper is focused on the analysis of the concept of motivation and the features of managing of the company's personnel motivation system. The relevance of this research lies in the fact that the functioning of any company is based on the effectivity of performing work tasks by employees. In turn, the effectiveness of employees in completing tasks depends on how they understand why they are working, in other words, how motivated they are.

Literature review. Motivation is in the focus of many researches, which become the background of this paper, such as: M. J. Aghajeri, V. Aghajeri, I. Cetin, Sh. Doyle, N. V. Dykan, M. V. Gukalova, F. Herzberg, K. Keenan, F. Khagur, F. Kibanov and others.

Scholarly summaries and critiques of motivation research and theory are found readily in the academic literature. Thus, the importance of personnel motivation is described in a large number of studies, as well as in the papers of the following author: A. Kibanov [10, p. 6], A. Kolota, S. Bandura, V. Zhigalov, N. Martynenko and many other authors.

The purpose of the article – to analyse the concept of motivation and the features and the main principles of the effective managing of the company's personnel motivation system.

Results and discussion. Motivation is defined as: "the act or process of motivating; the condition of being motivated; and a motivating force, stimulus or influence"; as "eagerness and willingness to do something without needing to be told or forced to do it" [15].

Numerous cross-disciplinary theories have been postulated to explain motivation. For example, some theories claim that people are motivated by material rewards, desire to increase their power and prestige in the world, interesting work, enriched environments, recognition, or being respected as an individual. Each of these theories has some truth but no single theory seems to adequately explain all human motivation. The fact is human beings in general are complex creatures with complex needs and desires.

The researcher N. Dykan considers the concept of motivation as "willingness of people to do everything possible to achieve organizational goals and to meet specific individual needs thanks to the ability of these efforts". According to the opinion of the researcher, motivation consists of the following three key concepts:

- effort;
- organizational goals;
- individual needs.

Y. Kibanov defines “motivation” as the promotion of certain human behavior due to tension between needs and ability to meet them.

According to F. Khagur, motivation can be understood as a set of reasons that encourage targeted action.

According to Hashim Zameer, Shehzad Ali, Waqar Nisar, Muhammad Amir [19, p.295], motivation has a strong effect on the human resources of any company. This is why the company must form a strong motivation system of personnel, as it will lead to the better fulfillment of tasks by employees, effective fulfillment of the company’s objectives, improving the labor efficiency. Also, an implementation of an effective motivation system of personnel is a necessary tool for reducing the staff turnover rate.

The main functions of personnel motivation can include:

- activity direction;
- incitement to action;
- maintaining behavior;
- control of activities of workers [14].

The process of the scientific research of the concept of motivation has a long history. In the mid twentieth century the foremost significant motivational theories came up, namely Maslow’s hierarchy of needs, Herzberg’s two-factor theory and Vroom’s expectancy theory. Thus, Frederick Herzberg conducted a landmark study on how human relations relate to motivation in the work place. He concluded that there were two factors relating to motivation in the work place and came up with two resulting theories: the hygiene theory and the motivation theory [5, p.184].

The first part of his findings relates to the work environment. The elements of hygiene involve:

- the company;
- policies and their administration;
- the supervision people receive on the job;
- working conditions;
- interpersonal relations;
- salary;
- status;
- security.

This theory suggests that the hygiene elements will not motivate an employee, but if they are not met, there will be job dissatisfaction.

The second part of Herzberg's findings relate to the motivating factors

- achievement;
- recognition;
- growth/advancement;
- interest in the job [5, p.42].

The hygiene and motivating factors relate to employees' understanding of the purpose of their jobs. It is the manager's role to make sure employees are well-informed and clear on the purpose of their work, the team's work, and the company's work. When employees know why they are doing the work, they are much more motivated and satisfied with their jobs.

By the late 20th century, motivation research was dominating psychology journal space, accounting for one third of the published articles. By the final decade, motivation had become the “most frequently researched topic in micro organizational behaviour” [13, p. 102].

Then the focus was on employee selection, and the topic of motivation was left to studies of laboratory animals by experimental psychologists or to studies of tasks in the workplace conducted by engineers.

Thus, in the first time period, with the birth of behaviourism, experimental psychologists focused on observable behaviour and the stimuli that elicited it. Inner motivational states were not studied. In this same time period, engineers argued that money is the critical incentive for work and that employees should be assigned a specific difficult task or goal to be attained.

The assumption was that a worker would choose to exert effort, to persist until the task goal was attained in order to obtain money. In the second time period, psychologists focused on the employee's attitudes and attitude measurement. The belief in this time period was that the pathway to discovering sources of employee motivation was to identify the attitudes of the workforce.

Numerous surveys revealed that money was only one of the multiple variables that people report as having an effect on their motivation. The Hawthorne studies and studies on employee participation in decision making supported this conclusion. Studies in this time period were, for the most part, a theoretical [13, p. 103–105].

Motivating employees is simultaneously becoming more difficult and more important, as economic activity shifts from the so-called old economy to the new. In a larger and larger share of the economy, organizations need employees who work with their heads as well as their hands, who think and act creatively, whose job involves self-starting and self-monitoring [9, p. 64].

In management, the prevailing approach to motivation is ambivalent. On the one hand, more and more companies and organizations are introducing individual, variable, performance-related pay. This form of remuneration appeals to employees' self-interest, rewarding exceptional performance on an individual basis. As a result, managerial salaries in particular have risen dramatically in the last few years, due primarily to the introduction of stock option plans [16, p.72]. On the other hand, the importance of employees identifying with their job and with the company for which they work is emphasized time and again. A common corporate culture in the sense of shared values and standards is one of the key factors of success.

Semi-autonomous working arrangements in self-organized groups and decentralized decision-making procedures are the norm in almost every modern organizational structure, from process management to project and network organization [16, p.73].

Consequently, performance-related piecework pay is disappearing from the corporate landscape. As knowledge becomes more important to the work done within a company, so the "mistrust-based organization" will increasingly give way to the "trust-based organization" [16, p.74].

Motivation is difficult to define and measure, but scholars generally recognize two major types of motivation: intrinsic and extrinsic. Extrinsic motivation serves to satisfy indirect or instrumental needs.

In a career context, extrinsic motivation stems from the desire to satisfy directly one's non-work-related needs. In this instance, a job is simply a tool with which to satisfy one's actual needs by means of the salary it pays [18, p.1025].

In the case of intrinsic motivation, on the other hand, the activity itself or the corresponding end goal satisfies a direct need in its own right. Three of the main forms of intrinsic motivation are illustrated in Figure 1 [12, p.86].

In the first case, the activity itself is a source of satisfaction, providing an enjoyable experience. Examples might include skiing, playing music or reading a good novel. In each case, pleasure is derived from the activity itself, not simply its culmination, i.e. from reading the novel, not merely from reaching the last page. The end goal and the action itself are equally important [12, p.87].

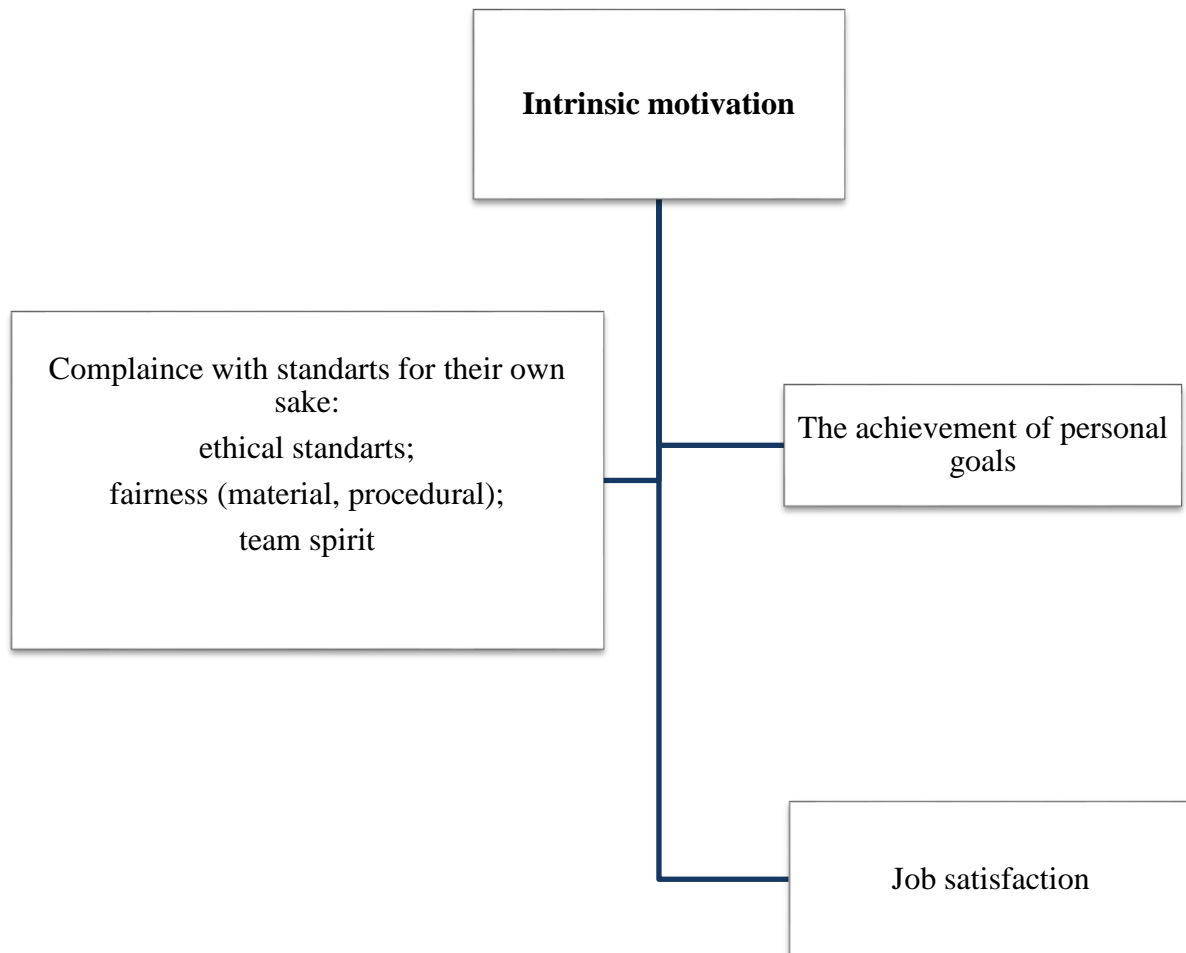


Fig. 1. The main forms of intrinsic motivation

In the second example, it is a matter of meeting standards for their own sake. These may be ethical standards which one feels it right to respect, such as professional codes of practice or the renunciation of violence. In organizations, standards of fairness and group membership (team spirit) are also particularly important [12, p.101].

The third form of intrinsic motivation comes from achieving a goal which one has set oneself, even if the process itself is anything but enjoyable, for instance writing an examination paper or climbing a mountain.

It is not always possible to draw a clear empirical distinction between intrinsic and extrinsic motivation. When someone climbs a mountain for pleasure, there is almost always an extrinsic motive in play, such as physical training or peer-group recognition [3, p. 62].

As a rule, intrinsic and extrinsic motivation go hand in hand. What makes the difference is whether a goal is being pursued simply as a means of achieving another, in which case the first goal loses inherent value. In this case, the crowding-out effect, as discussed below, enters into the picture [3, p. 63].

The employee/employer relationship is based, in the first instance, on a mutual agreement (or transactional contract), whereby staff members exchange their labour for financial remuneration. In most cases, however, employees also enter into a psychological (relational) contract, the emphasis of which is the recognition of one another's motives. The main difference between a transactional and a relational contract lies in the reciprocal nature of the transactional contract, which operates on a quid pro quo basis [3, p. 64].

Mutual respect for one another's motivation has no place here. In other words, the transactional contract is based on extrinsic motivation, the relational contract on intrinsic motivation. Relational contracts are always, to a certain extent, voluntary. This explains why commands crowd out intrinsic motivation more than the use of prices. Commands take no account of the subjects' motives, whereas the price system allows those concerned to decide whether they wish to receive the reward or not.

Employment contracts generally have both a transactional and a relational component. The boss expects the secretary to deal with his or her correspondence efficiently. That is the transactional element of the contract. The social chit-chat and traditional bouquet of flowers on the employee's birthday are part of the relational contract, which is founded on mutual esteem [1, p. 3301].

However, the relational contract will crumble if the secretary perceives the small-talk and birthday gift as instrumental actions. In this event, the relational contract assumes a transactional character and the crowding-out effect comes into play.

The psychological contract theory also explains why performance suffers when corporate practices are not perceived to be fair. Experimental studies show that where voluntary cooperation is the norm, productivity falls disproportionately when subjects are threatened with fines for shirking [7, p. 88]. The threat of fines and the attendant controls are seen as incompatible with a fair relationship based on trust and the recognition of voluntary labor.

Activities of a creative, innovative nature depend heavily on intrinsic motivation. Extrinsic motivation, on the other hand, slows down and diminishes the learning process. Experimental studies show that conceptual understanding and the speed at which we learn are adversely affected by supervision. Under the pressure of a reward-based system, the preference is for a less rigorous learning effort. Work is more hurried, less meticulous [8, p. 23].

As a result, extrinsically motivated employees tend simply to follow the tried-and-tested route without question. Moreover, if external factors intervene to prevent employees carrying out a task perceived as more challenging, fatigue is likely to set in.

On balance, one can conclude that the more complex, diverse and demanding the activity, and the more difficult it is to specify the requirements in a hard-and-fast job description, the more crucial intrinsic motivation becomes. As such, it acquires the status of a strategic resource.

Motivation is not an end in itself, but should serve the objectives of the firm. The aim is not to engender intrinsic motivation, for instance the motivation to surf the Net extensively or take up mountaineering, but to ensure a coordinated employee effort in keeping with corporate objectives. If this is not achieved, even the crowding-out effect can do no harm [6, p. 46].

Extrinsic motivation can serve to discipline emotions. A lid can be kept on undesirable emotional conflict within a company if employees have a common vested financial interest. The emotional conflict can be harnessed as a means of satisfying employees' non-work-related aspirations such as taking up an expensive hobby. Of course, this does not resolve the underlying conflict, but it does put it into perspective.

To create an effective system of staff motivation, it is necessary to take into account a number of requirements:

- objectivity: the employee's remuneration should be determined on the basis of an objective assessment of the results of his work;
- predictability: the employee should know what remuneration he will receive depending on the results of his work;
- adequacy: remuneration should be adequate to the labour contribution of each employee as a result of the activities of the entire team, the experience and skill level;
- timeliness: remuneration should follow the achievement of the result;
- significance: remuneration should be significant for the employee [17].

Failure to comply with the above requirements can have a demotivating effect and reduce the efficiency of the organization's employees.

In the process of developing a staff motivation system, the following stages can be distinguished:

1. Forming a system of goals and objectives of the organization, determining key indicators that characterize the activities of each employee.

2. Determination of the basic level of remuneration (salary plan).

3. Identification of the tools that will be used in the personnel motivation system.

4. Conducting an assessment of the employee's performance, taking into account the results achieved.

5. Establishing the relationship between the results achieved and the remuneration received (determining the motivation tool and, if necessary, the rules for evaluation of employee remuneration, depending on the employee's performance assessment) [2, p.79].

Following on from the results of the theoretical research, it is possible to develop the recommendations for creation of an effective personnel motivation system [12, p.105-110]:

1. Control the physical environment. The work space itself must be at least well-lit and clean. Take time to attend to the visual aspects of the environment, because people believe what they see.

2. Communicate the purpose. Each employee must understand the reasons why he or she does their job and why it is important. Most people are more motivated when they know the reasons behind a procedure, process, or policy. The manager must be a master communicator and continually reinforce the important messages.

3. Create a positive place. A positive work environment is contagious. When employees are excited and passionate about the job, team, and company, it is apparent to customers, vendors, and other employees. More importantly, this level of enthusiasm will make people want to work for that particular department or team. To be the department that everyone wants to be part of builds pride for those who are there. This also builds and enhances the reputation of the manager.

4. Have fun. In the world of business, the word fun is often overlooked, but rest assured, if the team is having fun at work, they are more motivated and productive. The idea of a fun environment is so rare that it actually becomes a factor in hiring and retaining employees. Most people want to work in that kind of environment and will stay longer and work harder.

5. Embrace development. Managers must commit to each team member's development. If team members are growing and developing, they will be more motivated because they will feel more valued. Everyone who is a member of the human race wants to feel a sense of value. The manager's role is to provide an environment where the employees can be fulfilled, and development plays a role in feeling fulfilled.

6. Know the team. A manager has to know what team members want in the short and long term in order to provide an environment where they can be motivated. Some managers don't know their employees' names. But by today's standards, managers who know their employees will have a competitive advantage.

7. Provide reward. The purpose of reward is to provide incentive for team members so that they want to work and work harder. The savvy manager realizes the value of reward and uses it as a tool.

8. Engage in constant communication. The manager's job is to constantly communicate: to communicate formally and informally to groups and individuals. Communication eliminates doubt, ends rumours, instills confidence (employees feel they are important enough to be told about certain information), and builds trust and loyalty. A large part of motivation is how people feel about their work. When people are "in the loop" and are provided communication on a regular basis, they feel validated and acknowledged. Most managers under-communicate.

9. Be careful in hiring. Hiring the right people with the right attitude and skills is critical for a motivating environment to exist. On the other hand, keeping people on who are unproductive and difficult or who have negative attitudes acknowledged.

Conclusions. Thus, it is possible to make a conclusion that motivation is a necessary tool for an effective functioning of any company: it causes a better fulfillment of tasks and company's objectives by employees, serves for improving the labor efficiency and for reducing the staff turnover

rate. Thus, the company's personnel motivation system has to be variable and include different means of remuneration.

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УПРАВЛІННЯ СИСТЕМОЮ МОТИВАЦІЇ ПЕРСОНАЛУ ПІДПРИЄМСТВА

Проблема. Актуальність даного дослідження полягає в тому, що функціонування будь-якого підприємства базується на ефективності виконання трудових завдань співробітниками. У свою чергу, ефективність співробітників у виконанні поставлених завдань залежить від того, наскільки вони розуміють, навіщо працюють, іншими словами, наскільки вони мотивовані.

Мета дослідження – проаналізувати поняття мотивації, а також особливості та основні принципи ефективного управління системою мотивації персоналу підприємства.

Методи. Для пояснення мотивації були висунуті численні міждисциплінарні теорії. Наприклад, деякі теорії стверджують, що люди мотивовані матеріальною винагородою, бажанням збільшити свою владу і престиж у світі, цікавою роботою, збагаченою середовищем, визнанням або повагою як

особистість. Кожна з цих теорій має певну істину, але жодна з них не може адекватно пояснити всю людську мотивацію.

Результати. Наукові дослідження та критичні зауваження щодо аналізу та теорії мотивації легко знайти в науковій літературі. Таким чином, важливість мотивації персоналу описана у великій кількості досліджень. Мотивація визначається як: «акт або процес мотивації; умова мотивації; і мотивуюча сила, стимул або вплив, як «завзяття і готовність зробити щось без необхідності бути сказаним або змушеним зробити ту чи іншу дію». Для пояснення мотивації були висунуті численні міждисциплінарні теорії. Наприклад, деякі теорії стверджують, що люди мотивовані матеріальною винагородою, бажанням збільшити свою владу і престиж у світі, цікавою роботою, збагаченою середовищем, визнанням або повагою як особистість. Кожна з цих теорій має певну істину, але жодна з них, здається, не може адекватно пояснити всю людську мотивацію. Справа в тому, що люди взагалі складні істоти зі складними потребами і бажаннями.

Наукова новизна. Дістав подвійшого розвитку двоїстий підхід до мотивації. З одного боку, все більше компаній і організації вводять індивідуальну, змінну, пов'язану з продуктивністю праці, оплату праці. Ця форма винагороди апелює до особистих інтересів працівників, винагороджуючи виняткову продуктивність праці на індивідуальній основі. З іншого боку, знову і знову підкреслюється важливість ідентифікації співробітників зі своєю роботою і з компанією, в якій вони працюють. Загальна корпоративна культура в сенсі спільних цінностей і стандартів є одним з ключових факторів успіху. Мотивація не є самоціллю, але повинна служити цілям фірми. Мета полягає не в тому, щоб створити внутрішню мотивацію, а в тому, щоб забезпечити скоординовані зусилля співробітників відповідно до корпоративних цілей

Висновки. Мотивація є необхідним інструментом ефективного функціонування будь-якої компанії: вона зумовлює більш якісне виконання співробітниками завдань і завдань компанії, служить підвищенню ефективності праці і зниження плинності кадрів. Система мотивації персоналу компанії повинна бути варіативною і включати різні способи мотивації.

Ключові слова: мотивація, зовнішня мотивація, внутрішня мотивація, мотиваційна система.

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