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SCIENTIFIC APPROACHES TO SPECIFYING THE CONTENTS OF MOTIVATION IN THE RESEARCHES OF PERSONNEL MANAGEMENT PROBLEMS

Rethinking conceptual approaches to motivation and motivating, identifying the deep, substantive essence of this concept, specifying the main motivational factors that had a significant impact on employee behaviour in the past, will allow forming a qualitatively new focus of the motivational process in working with the personnel of Ukrainian enterprises in accordance with the current problems of the time, taking into account the realities of the functioning of business entities in Ukraine.

The study is aimed at generalizing scientific approaches to specifying the content essence of the concept of motivation in the context of research into personnel management problems. The analysis of motivational theories and existing theoretical and methodological approaches to specifying the essence of motivation demonstrated the superiority of process behavioural theories that combine managerial, economic and psychological aspects of employee motivation. The disadvantages of popular concepts are the widespread use of the concept of motive or motivation factor, which differ significantly for people of different professions, without specifying; as well as ignoring the importance of using diversified approaches to motivating ordinary employees and management personnel. Only a few motivational concepts take into account the theory of generations, and none of the analysed one's focuses on gender differences in the hierarchies of needs. Insufficient attention is paid to motivation in managerial talents and motivation of the role in forming the employer's brand. The issue of personnel motivation under the influence of the threat of wartime, which is relevant for Ukrainian enterprises, remains unresolved in the theoretical and methodological plane.

Existing theories of motivation are analysed, their common and distinctive features are identified. The author's definition of the concept of motivation is proposed, the feasibility of using different approaches to motivating ordinary employees and managers of enterprises is proven. The composition of the essential understanding of motivation as a phenomenon and as a process that arise in the human resources management system of a business entity is visualized.

The concept of motivation in personnel management is proposed to be defined as the ability of a manager to identify, find and use factors that can satisfy the interests, desires and needs of an employee. Existing theories of motivation are based on the concept of human (employee) needs, which can be satisfied with the help of material or intangible tools available to an enterprise, institution, organization. The variability of types of motivation depending on the object of motivation requires different theoretical, methodological and practical approaches to the implementation of the motivation function in the HR management system of organizations. There should be differences in motivating an ordinary employee and managers of different levels. The presence of leadership qualities in a person increases his need for involvement, responsibility, and increases the value of intangible forms of motivation, and the ability to self-motivate allows companies that have human resources with such abilities to avoid additional costs.

Keywords: motivation, motive, factor, motivational theory, personnel management, behaviour, need, employee, human resource, intellectual capital, stimulation.

Problem statement. Theories, concepts, paradigms and methodology have always been an information source for developing effective recommendations for transformation of approaches to the implementation of specific processes at the applied level. Now, in the face of rapid loss of human resource, and therefore, personnel capital and intellectual potential, the key to the survival of the national economy and ensuring the future development of the state is the search for effective ways of motivating the population of all ages and articles to return from abroad to safe territories, to work in different ways,

to work in different sectors, to work. Despite the latest realities and circumstances that had no analogues in the history of modern Ukraine in the innovative period of development of management science, HR management experts do not have a sufficient factual base for making informed management decisions. However, it can be assumed that the study of fundamental motivation theories that have been developed by foreign and domestic scientists for many years is capable of answering a topical question of how to motivate staff to qualitatively perform professional duties in the face of uncertainty and under the constant impact. Relief of conceptual approaches to motivation and motivation, the identification of a deep deep substantive essence of this concept, the specification of the main motivational factors that had a significant impact on the behavior of workers in the past, will allow to form a qualitatively new focus of motivational process in working with the personnel of Ukrainian enterprises in accordance with the relevance.

Analysis of recent research and publications and the separation of part of the previously unrelated problem. The fundamental foundations of research on the features and problems of personnel motivation, as well as human self-motivation as an element of socio-economic systems, in management science were the works of such scientists and practitioners as A. Maslow, whose theory of motivation is based on the hierarchy of human needs [1], F. Herzberg, who proposes a two-factor theory of motivation, which is based on the presence of factors of job satisfaction (motivational factors) and factors of dissatisfaction of employees with the organization and implementation of the work process [2]; D. McClelland, who is the author of the motivational theory of acquired needs [3], C. Alderfer, a follower of Maslow's theory of the hierarchy of human needs and the author of his own motivational theory, which was called the "ERG Theory" (Existence, Relatedness, Growth) [4]; V. Vroom, who is the author of the motivational theory of expectations [5]; S. Adams and his theory of motivation based on the principles of equality and justice [6], Edwin Locke, who built a theory of motivation on the foundations of goal setting [7], B. F. Skinner, the author of the motivational theory of reinforcement (based on the "positive reinforcement" of the employee's behaviour to obtain the desired effect and result) [8] and L. W. Porter, E. E. Lawler, creators of the Porter-Lawler Theory, also called the "Expectation Model" [9]. These theories are developed and modernized, adding new accents to them, by such modern foreign researchers as Furnham A., Cuppello S., who study the characteristics of internal and external motivation of employees to work and to the desire to receive pleasure [10], Catania A. B., Goddard M. J., who focus on the aspect of human behavior and its role in the motivation process [11, 12], Almazrouei S., Bani-Melhem S., Mohd-Shamsudin F., who investigate the connections between contacts in the workplace, happiness, prosocial motivation and innovative behaviour of personnel [13], Liu Y., Liu Z., Chang D., Zhang K., who trace the influence of leader perfectionism on the emotional and motivational dynamics of team work [14]. The publications of Ukrainian scientists widely discuss the problems of the need to clarify theoretical approaches to determining motivational strategies for employees of various structures [15], the search for opportunities to increase the level of motivational potential of employees of organizations in the context of generation theory [16]; the peculiarities of the functioning of the motivation system of employees in the conditions of innovative development [17, 18] are specified; The characteristics of modern models of personnel motivation management in international companies are proposed in the context of employees' value orientations [19]. Zachosova N.V. and her followers propose directions for the effective use of motivational tools for managing the intellectual, human, social and economic security of the organization [20], the correct use of personnel motivation as a technology for managing business personnel security in the business management system [21]. Many professional publications emphasize the understanding of applied aspects of the implementation of the motivational process [22], the features of managing the motivation of employees of various professions [23], the formation of an effective model of motivation for employees of domestic enterprises [24], the general issues of employee motivation, which are changing in modern conditions under the influence of numerous risks [25], the tools and means of motivation for activating professional self-development of personnel of educational institutions [26], enterprises [27, 28] and civil servants [29], as well as the security aspects of employee motivation management [30]. However, the basis for solving all the acute issues raised is a deep and clear understanding of the concept of motivation and factors that are motivators or demotivators for modelling the behaviour of the human resource of business entities.

The purpose of the article is to summarize scientific approaches to specifying the meaningful essence of the concept of motivation in the context of research of personnel management problems.

Teaching the basic material of the study. Research on the essence of motivation will start with a quote of a well-known scientist and practice Frederick Herzberg, author of the fundamental article "One More Time: How do you Motivate Employees?" (Translated "and once again: how you motivate workers"), which is an appeal to the management of companies that are in search of effective personnel motivation tools: "forget about praise. Forget about punishment. Forget about money. You need to make their work more interesting"[2]. However, the modern realities and dissatisfaction of the basic needs of people, in particular, the needs of safety, inclined to believe that the main motives of human behaviour should be mentioned again when managing the personnel resources of enterprises, institutions, organizations.

Ukrainian researcher Poditachniy V.M. It offers the following definition: motivation is a set of causes and factors that initiate, direct and support a person's behaviour at a particular moment [2]. Horenko AI He believes that motivation should be considered as a process of encouraging employees to perform effective activity to achieve the goals of the enterprise by meeting the needs of each employee [15, p.81]. Kalynychenko A.V. analysed 27 definitions of the concept of motivation found in the literature, and on their basis, the conclusion is made, that the modern concept of "motivation" from the standpoint of different concepts is understood as a set of objective and subjective factors; and as a certain state of the individual; as internal and external driving forces that lead to actions or omissions; as a process of stimulating; as management activity; as a set of motives. Generally, motivation is a set of internal and external driving forces that encourage a person to a certain model of activity, determine the type of his or her personal or professional behaviour, orient on the fastest and effective achievement of the goals as fast and effective [22, p.417].

We propose to determine the motivation in personnel management as the ability of a manager to identify, find and use factors that are able to meet the interests, desires and needs of the employee, and therefore, in their desire to get them or positive effects from their use, the employee on his own will begins or continues to behave. The proposed definition is formed on the basis of understanding of motivation as one of the classical management functions. At the same time, motivation should also be identified as an internal state of a person - in particular, an employee who encourages him to act (for example, professional) in order to meet the existing need. That is, it is an internal stimulus and desire of a person to get the desired, for which he is ready to make some effort. The number of such efforts can be called the force of motivation, and the desired or expected results are the motive. In turn, external efforts and factors (such as motivation or incentives offered by the employee or manager) to achieve the effect are characterized as motivators or motivation tools. The above concepts form a terminological motivational theory that are operated by modern scientists when providing proposals for optimization of HR management processes at enterprises and improving the state of management of companies.

The main theoretical and methodological challenge is to identify the factors that form the personnel behaviour desired for management. If the understanding of the meaningful essence of the concept of motivation is more or less established over a certain period of time, then motivational factors undergo constant changes in accordance with the current needs formed by the human being. D. McClelland explored four main blocks of motivational factors – professional and personal achievements, the level of power received, belonging (for example, an employee to a company or a person to a team) and to avoid punishment, and to conclude how these blocks of motives affect the behaviour of staff. Through the balanced and scientific awareness of existing motives and how they interact and enhance the influence of each other, one can understand the causes of such macroeconomic phenomena and processes as the development and decline of civilizations, the beginning of hostilities; to evaluate and predict the pace of economic evolution, to describe the nature of leadership and the moment of beginning of formation of leadership qualities, to establish the root causes of existence and election of managers of a particular style of management, such as democratic, authoritarian or mixed, as well as to determine the determinants of success in the management of the organization. Thus, D. McClelland explains the phenomenon of motivation for various macro and microeconomic processes, and its research is in fact interdisciplinary, and covers a wide range of problematic aspects from personnel management and

organization as a whole to medicine, history and military strategy. With the start of a full -scale war in Ukraine, scientists' attention to McClelland's research can be referred to again, and its publications in the light of new realities are capable of acquiring new meanings.

In many definitions of motivation [22, p.418-419] there are concepts such as wishes, feelings, behaviour, choice, incentives, stimulation, goals, interests, needs. It is they who form a terminological process of motivation and describe motivation as an element of organization management system. The need is one of the terms most commonly used to explain the essence of motivation in the theoretical and methodological plane. In his approach to the conceptualization of human needs, K. Alderfer has distinguished three main factors: existence, connection (interconnection) and growth. His motivational theory was called the abbreviation of these three factors in their English -language variant *erg*, where the factor of existence means physiological needs and safety needs (by analogy with the motivational theory of A. Maslow, the factor of communications combines social needs and a collection of a collector) The highest level in the Maslow Pyramid, where the needs of respect, self -development and self -actualization are placed Includes statements that associate the influence of the higher order frustration with the force of the needs of the lower order [4].

The theories described in the scientific literature are combined into a single pool of meaningful motivation theories. Next, consider the theories of motivation that scientists call procedural or process ones.

Vrum V. in his theory of expectations, he argues that the employee's motivation to perform a certain action or totality (for example, work efforts to get a good result) depends on three main factors: the expectation of the employee (expectability), which is characterized by his unwavering belief in the fact that he desired; Instrumentality - under it in this theory is the likelihood that a successfully completed task is to get the desired result and valence - is the level of value or attractiveness of the expected and promised remuneration for the employee [5]. That is, the level of motivation, and therefore, the level of effort that the employee puts to work is determined by the level of his positive expectations for himself from his results.

Adams J. describes two formalized theoretical concepts (cognitive theories of motivation), which are based on the perception of a sense of justice and injustice. These concepts were named after the concept of justice and the concept of unknown. The main thesis of Adams's research is that the dissatisfaction and the low moral spirit of the employee are closely related to the fact that he is unjustly involved in participating in the processes of social exchange of resources, rewards or preferences. In theories, the prerequisites and consequences of unfair attitude or distribution of rewards are formulated by the author in such a way that they allow relevant forecasts to change the behaviour of workers involved in social exchange processes. Therefore, the employee compares his contribution or effort with other employees, and he or she has a sense of justice (or injustice), which in the future becomes a motivator for actions or omissions. These concepts allow you to specify the factors and conditions that cause injustice in the team, and factors that make employees feel that their relationships in the team and when interacting or in comparison with other employees are fair by management [6].

Offering his own view of the theoretical aspect of motivation, Locke E. proves that complex professional goals set before employees lead to a higher level of their productivity and efficiency of efforts than simple routine tasks. In turn, clear and specific complex goals make it possible to reach a higher level of productivity than a target that lacks specifics and which can be proclaimed as "to do everything possible to achieve the goal." The scientist also believes that the employee's behavioural intentions regulate the behaviour of his final choice of the algorithm of actions. Locke E. operates with the terms "purpose", "intentions", and uses them to explain the indirect influence of stimuli or motivating factors on processes and the results of the personnel of professional tasks. Studies provide convincing evidence that material incentives in combination with time constraints and clarity of expected forecast results do not affect the level of efficiency and productivity of employees, regardless of their personal or professional purposes and intentions. The theoretical analysis of the hypotheses and arguments found in the study process confirms the fairness of this fact and to such motivators as participation in decision -making, competition between employees, praise for their efforts and reproach for low results. The scientist is widely used the term "behavioral intentions" as factors that can be intensified by material

incentives, as well as by verbal means, such as praise or complaint or critic, which, in turn, shape the motives of the employee's behavior and choosing a variant of actions to perform the tasks. Therefore, it is concluded that any approach to the employee's motivation for the purpose of fulfilling the task should be based on his conscious purposes and intentions [7].

In his motivational theory, B. Skinner holds the views that separate and expand in their research by Catania A., Goddard M. J. [11, 12]. He describes how motivation can be explained by the control of the environment on the behaviour of the individual. This theory uses terminology, which is commonly used in the field of psychology and medicine. In particular, the scientist argues that conditional and unconditional reflexes are mainly related to the state of internal physiology of the body. In the management of organizations and during the motivation of workers, focus should be done on a type of behaviour that can be influenced and which, in turn, also has an impact on the state of the environment. This format of behaviour creates most problems in areas that are related to the human factor. From a medical point of view, the effects of human behaviour, such as food, can leave a trace in the body and reflect on its condition. If such an impact is negative, then the likelihood that such behaviour will happen is lower. Therefore, when transferring these hypotheses into the plane of personnel management can be operated in terms of reward and punishment that can have such a "not medical" effect in modelling the behaviour of the organization's personnel resource [8, p.59]. That is, in the HR management system it is necessary to look for triggers, catalysts, incentives to adjust the behaviour of workers in such a way that they do not have the desire to do actions that will be threatening to the "economic organism" of the company.

Lyman W. Porter and Edward E. Lawler III are known for their model of Porter-Lawler Model of Motivation. This model is the expansion and clarification of Vrum's expectation theory. She argues that the remuneration received for successful results in the work leads to the satisfaction of the employee, not the other way around - pleasure stimulates high results, and as justify the theories discussed above. The proposed model also takes into account parameters such as efforts, abilities, role perception and fairness in the process of personnel management of the organization.

Sims H. P., Szilagyi A. D. They have hypothesized that the leader's behaviour regarding the remuneration of employees has a significant impact on the level of satisfaction and effectiveness of his subordinates. We need to note that such an assumption is only fair when the figure of the leader is accompanied by his leadership position. If this condition is true, the leader's behaviour on the distribution of remuneration between employees can be distinguished by two components: the behaviour of the remuneration for professional results and the behaviour of punishment for certain unsuccessful decisions or actions of the employee, for violation or low performance. The relationship between these leader behaviour components and the level of satisfaction of subordinates and their work efficiency were studied by researchers using the classification of professional skills into four groups, such as: administrative, technical, professional and service. The study established a cause and effect relationship between all these groups of skills and the positive behaviour of the leader in the context of the distribution of rewards and the satisfaction of the subordinate policies of reward. However, the relationship between the leader's behaviour regarding the punishments of subordinates and their satisfaction and efficiency proved to be different for these four groups of skills, and in view of this, it was suggested that a significant role between the behaviour of a leader aimed at motivation and the result of a person being displayed.

Theories of motivation acquire specific features when it comes to the sphere of public administration and administration. Stasyshyn A.V., Kaplenko H.V. claim that the professional activity of civil servants is determined solely by the desire to provide public interests, that is, what is known in the scientific literature as "motivation of service to society" [29, p.23]. In their research, Almazrouei S., Bani-Melhem S. and Mohd-Shamsudin F. build motivational theories on the fact that happy employees are more often public sector employees who are more professionally reasoned [13]. The characteristics of the work can potentially influence the behaviour of employees and their attitude to their responsibilities. Researchers use such terms as "happiness in the workplace", "happy worker", "happiness at work", and specify the possibilities of influence of interpersonal contacts and communication on the application of innovative approaches to the realization of work behavior of staff.

The use of the term "prosocial motivation" (analogue of the term "motivation of service to society" is characterized as an internal motivation for actions that are intended to benefit other employees, people or social groups, not just themselves), caused by the need to specify the established fact that is innovative. Liu Y., Liu Z., Chang D., Zhang C. Based on the literature on perfectionism and the basics of emotional motivation theory, investigated the processes of influence (for example, affective team tones and motivation for teamwork) and limit conditions (for example, the resistance of the team to the leadership of the leader) for the manner of the leader. Information obtained from 152 leaders and 699 employees demonstrated that perfectionism, focused on qualitative changes in the behaviour of members of the team, but not on the behaviour of the leader personally, enhances motivation to avoid teamwork and encourages the employee to fraud and avoid tasks [14].

The study of theories of motivation made it possible to draw conclusions about methodological approaches used by scientists in quantitative and qualitative studies of motivational processes. Thus, empirical checks of differential forecasts between Maslow's theory, the hypothesis of simple frustration and ERG theory were conducted by D. McClelland through a questionnaire with the participation of 110 bank staff at different levels of its organizational structure [4]. Furnham A., Cuppello S. Studying personality traits in their interconnection with various motivational factors that encourage an employee to effectively and conscientious work, gathered data from 283 adults, mostly middle-aged, who filled three questionnaires. The first is the purpose of personality assessment (HPTI, High Potential Trait Indicator, High Potential Figure Indicator – Psychometric tool developed by Hogan Assessments in order to provide business entities to identify those who have a tract, and the ability to be trained, and the ability to be used. Adaptation to changes and quality necessary to succeed on more complex and responsible rails in the company). The second – identified the level of motivation to work (WVQ, work values questionnaire, a questionnaire of working values – is a psychometric tool designed to measure and evaluate the most important for the employee aspects of his work or work space, which allows to identify the personal working values of the company employee). The third questionnaire evaluated the level of satisfaction of the employee from the work performed. Filling it out, the employees answered three questions on a 7-score score. In the study Furnham A., Cuppello S. The factor structure of WVQ numbered 44 different performance characteristics for respondents whose importance they had to be appreciated. The results made it possible to identify five factors, two of which belonged to the internal and three to external motivation [10]. The model of moderated mediation that allowed to illustrate when and how contact at work affects innovative work behavior, authorship by Almazrouei S., Bani-Melhem S., & Mohd-Shamsudin F. was formalized as a result of the study of data from the sampling from 180 and 180s. government agencies of the United Arab Emirates [13]. In contrast to previous researchers, B. Skinner is a supporter of the method of experimental analysis to study issues concerning the behaviour of employees [8].

Since the dominant part of the theories of motivation are processes, it is worth agreeing with Kalinichenko A.V. and consider motivation as a process of influencing human behaviour, and divide it into six consecutive stages: the emergence of the need, the search for ways to satisfy it, to determine the goals, directions of action, their implementation, to obtain remuneration for the actions performed, to meet the need [22].

According to one of the existing classifications, the following types of motives are distinguished: stable; temporary; generalized; situational; socially and personally determined. The motives can be instincts, ideas, beliefs, emotions and feelings in which the material, spiritual, natural and cultural needs of man are expressed. They have a certain hierarchy [2].

Based on the results of the researches conducted by Furnham A., Cuppello S., you can outline the following list of factors of employee motivation: balance of work and recreation; the advantages given to a particular employer; bonuses for efficient work; clarity in the supply of tasks and evaluation of results; comfort in the workplace and in the work space; competition; working conditions; contribution to the development of society (social effect), promotion of creativity; ease in solving issues that arise; encouragement of ingenuity and endurance; the latest equipment; glory and recognition of merits; flexibility in management; entertainment; independence in decision making; insurance; intellectuality of work; location; image of the organization; remuneration; benefits; personal growth;

professional growth; self -actualization; power in the team; increase in position; obtaining responsible orders; security; protection – physical and interests; possibility of self -expression; ease of communication and professional relationships; social interaction; new statuses; comfortable leadership style; training and development; teamwork; traditions; calm atmosphere; variety - tasks and rewards; Visibility; broadcasting of the employee's value for the company [1].

There is an approach according to which all theories of motivation can be grouped into three groups: primary based on the historical experience of human behaviour in the process of work (for example, the theory of "whip and gingerbread"), meaningful, reflecting the content of needs and procedural, studying the reward process [15, p.81].

Barko V.I. It notes that "penetration into the essence of motivation of behaviour leads to the conclusion that there are basic, leading motives that were formed in vital, which does not isolate personality from the circumstances of life and does not allow the uniformity of human behaviour" [15, p.38].

Fig. 1 demonstrates the variability of motivation on which the context depends on which the definition of this concept is formed at theoretical, methodological and applied levels.

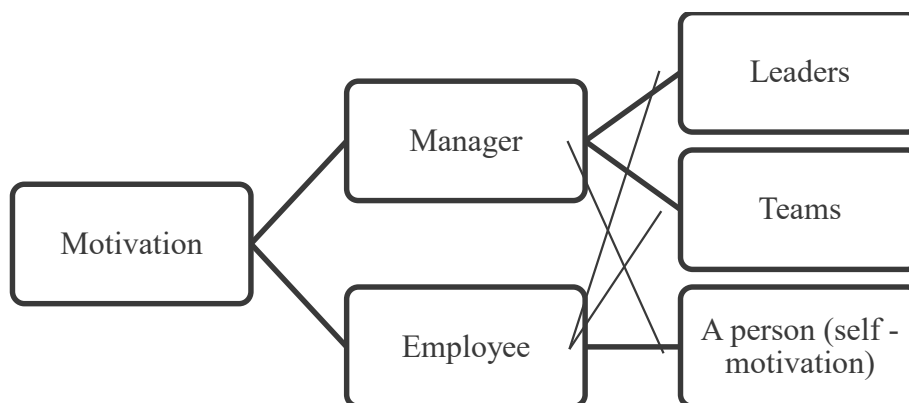


Figure 1. - Variability of types of motivation depending on the object of motivation
Developed by the author

So, although most motivation theories do not share motivation tools that are appropriate to use for ordinary workers and management staff, however, we believe that such differences should be taken into account to achieve maximum effect on an applied level in organization management. In particular, for the management of motivating factors, intangible incentives, such as praise, career trajectory promotion, involvement in the selection of strategic goals of the company and forming a policy of its development, etc., while employees in executive positions, a prioritized role, such as a person, are played as well as a greatest way, for more extent over-execution of KPI. It is also necessary to divide approaches to motivation of the team and to stimulate individual employees, encourage them to self-motivating by conducting information policy to specify the possibilities of professional and personal development of each member of the team.

Fig. 2 demonstrates a generalization of an essential understanding of motivation-as a phenomenon and as a process formed on the basis of content analysis of existing motivational theories.

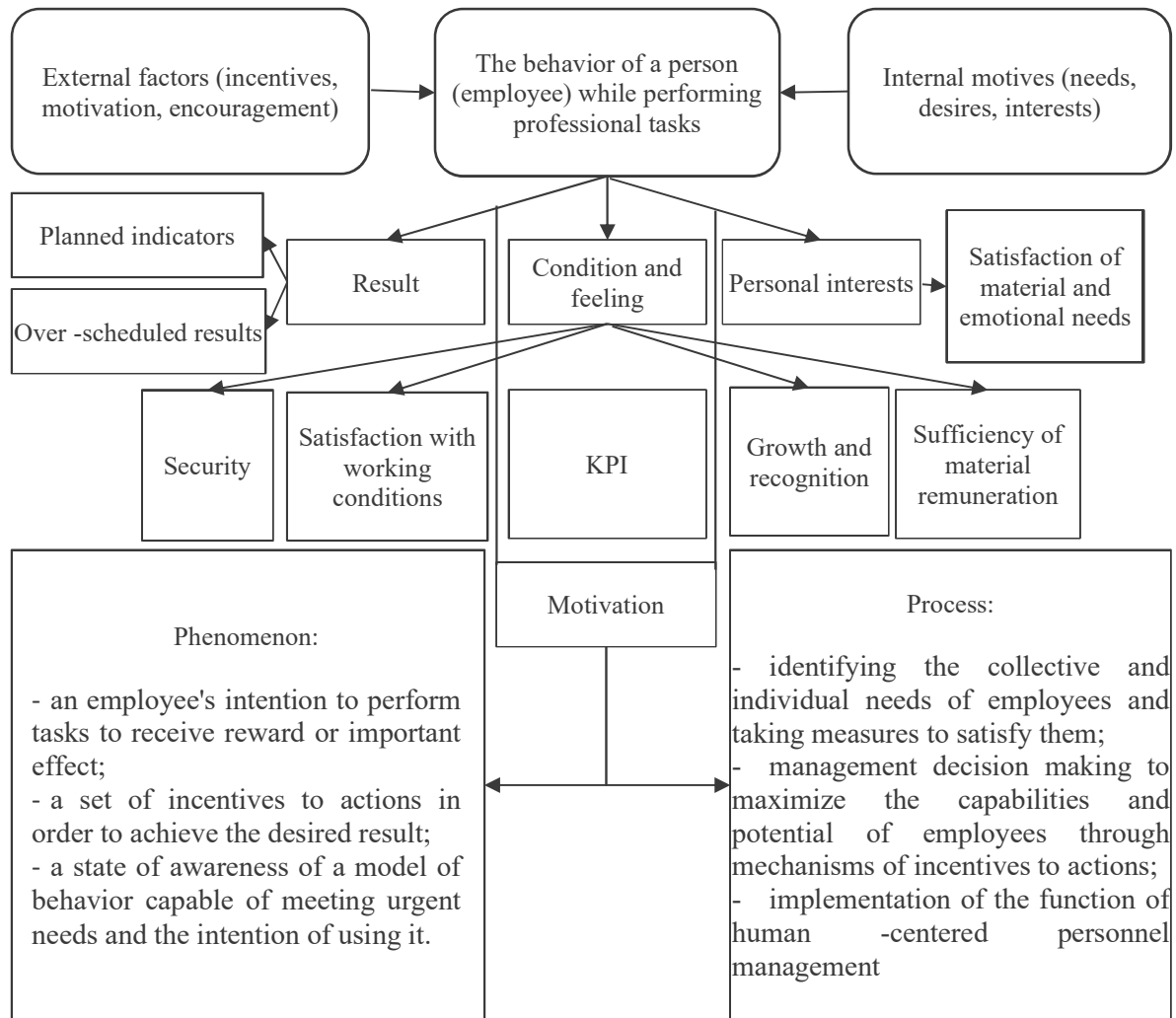


Figure 2. - The composition of an essential understanding of motivation - as a phenomenon and as a process

Developed by the authors with the sources [1-30]

The analysis of motivational theories and existing theoretical and methodological approaches to the specification of the essence of motivation demonstrated the superiority of processing behavioural theories that combine management, economic and psychological aspects of employees' motivation. The disadvantages of popular concepts are the widespread use of the concept of motif or motivation factor that differ significantly for people of different professions, without concretization; as well as leaving the importance of using diversified approaches to motivation of ordinary workers and management staff. Only a few concepts of motivation take into account the theory of generations, and none of the analysed is focused on gender differences in the hierarchy of needs. Insufficient attention is paid to motivation in managing talents and the role of motivation in the formation of the employer brand. It remains without solving in the theoretical and methodological plane relevant for Ukrainian enterprises the issue of staff motivation under the influence of threats of wartime.

Conclusions and prospects for further research. Having explored scientific approaches to specifying the meaningful essence of the concept of motivation in the context of research of personnel management problems, such conclusions can be drawn.

1. The concept of personnel management is proposed to define as the ability of a manager to identify, find and use factors that can satisfy the interests, desires and needs of the employee, and therefore, in their desire to get them or positive effects from their use, the employee on his own will begins or continues to behave. The proposed definition is formed on the basis of understanding of motivation as one of the classical management functions. At the same time, motivation should also be

identified as an internal state of a person - in particular, an employee who encourages him to act (for example, professional) in order to meet the existing need. That is, it is an internal stimulus and desire of a person to get the desired, for which he is ready to make some effort. The number of such efforts can be called the force of motivation, and the desired or expected results are the motive.

2. Existing motivation theories are based on the concept of human (employee) needs that can be met with the help of tangible or intangible instruments that are available to the enterprise, institution, organization. It is advisable to distinguish static theories in which motivation acts as a certain state of external intervention, which is characterized by staff, characterized by understanding of the employees of how their professional actions, abilities and talents will satisfy their desires and ambitions; and process theories in which motivation is understood as the process of forming such a model of employee behaviour that allows the company to receive the maximum economic effect of it, as from a personnel resource, which has a certain set of competencies, knowledge, skills, qualities, which it can use more or less efficiently, depending on the system of stimuli.

3. The variability of types of motivation, depending on the object of motivation requires excellent theoretical, methodological and practical approaches to the implementation of motivation function in the system of organizations. Differences should be regarding the motivation of an ordinary employee, for whom the material forms of satisfaction of existing needs are priority, and for management with certain differences for managers of different levels, which are important such motivating factors as recognition, praise, and career trajectory promotion. The presence of leadership qualities increases his need for involvement, responsibility and increases the value of intangible forms of motivation, and the ability to self-motivation allows companies that have a personnel resource with such ability, to avoid additional costs.

The prospects for further research are in generalizing methodological approaches and the search for innovative tools to motivate the staff of domestic enterprises, which are constantly influenced by threats to wartime.

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НАУКОВІ ПІДХОДИ ДО КОНКРЕТИЗАЦІЇ ЗМІСТОВОЇ СУТНОСТІ ПОНЯТТЯ МОТИВАЦІЇ У КОНТЕКСТІ ДОСЛІДЖЕНЬ ПРОБЛЕМ УПРАВЛІННЯ ПЕРСОНАЛОМ

Вступ. Переосмислення концептуальних підходів до мотивації та мотивування, виявлення глибокої глибинної змістовної сутності цього поняття, конкретизації основних мотиваційних факторів, які мали суттєвий вплив на поведінку працівників у минулому, дозволить сформувати якісно новий фокус мотиваційного процесу у роботі з персоналом українських підприємств у відповідності до актуальних проблем часу, зважаючи на реалії функціонування суб'єктів господарювання в Україні.

Мета. Дослідження спрямоване на узагальнення наукових підходів до конкретизації змістової сутності поняття мотивації у контексті досліджень проблем управління персоналом.

Результати. Проведений аналіз мотиваційних теорій та існуючих теоретико-методичних підходів до конкретизації сутності мотивації продемонстрував перевагу процесних біхевіористичних теорій, які поєднують у собі управлінські, економічні та психологічні аспекти мотивування працівників. Недоліками популярних концепцій є широке використання поняття мотиву або фактору мотивації, які суттєво відрізняються для людей різних професій, без конкретизації; а також залишення поза увагою важливості використання диверсифікованих підходів до мотивації рядових працівників і управлінського персоналу. Лише кілька концепцій мотивації враховують теорію поколінь, і жодна із проаналізованих не фокусується на гендерних відмінностях у ієрархіях потреб. Недостатньо уваги приділено мотивуванню в управлінні талантами та ролі мотивації у формуванні бренду роботодавця. Залишається без вирішення у теоретико-методичній площині актуальне для українських підприємств питання мотивації персоналу під впливом загроз воєнного часу.

Оригінальність. Проаналізовано існуючі теорії мотивації, виявлено їх спільні та відмінні риси. Запропоновано авторське визначення поняття мотивації, доведено доцільність використання різних підходів до мотивування рядових працівників та менеджерів підприємств. Візуалізовано композицію сутнісного розуміння мотивації як явища та як процесу, які виникають у системі управління кадровими ресурсами суб'єкта господарювання.

Висновок. Поняття мотивації в управлінні персоналом запропоновано визначити як здатність керівника виявляти, відшукувати та використовувати фактори, які здатні задовольняти інтереси, бажання та потреби працівника. Існуючі теорії мотивації ґрунтуються на понятті потреб людини (працівника), які можна задовольнити за допомогою матеріальних або нематеріальних інструментів, що є у розпорядженні підприємства, установи, організації. Варіативність видів мотивації у залежності від об'єкта мотивування вимагає відмінних теоретико-методичних і практичних підходів до реалізації функції мотивування у системі HR-менеджменту організації. Відмінності мають бути щодо мотивування рядового працівника і менеджерів різних рівнів. Наявність у людини лідерських якостей збільшує її потребу у залученості, відповідальності, та підвищує цінність нематеріальних форм мотивації, а здатність до самомотивації дозволяє компаніям, що мають кадровий ресурс із такою здатністю, уникати додаткових витрат.

Ключові слова: мотивація, мотив, фактор, мотиваційна теорія, управління персоналом, поведінка, потреба, працівник, кадровий ресурс, інтелектуальний капітал, стимулювання.

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