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The main task of modern enterprise management is to find the most effective methods of personnel management, ensuring the effectiveness of the enterprise as a whole. In such conditions effective system of motivation becomes the most influential factor in increasing the effectiveness of personnel work. Effective motivation promotes creative, productive, intellectual attitude of the employee to his work and directs him to achieve high performance in the organization. That is why every manager in the sphere of personnel management is faced with the question of forming an effective system of personnel work motivation, which would meet the modern conditions of market development and ensure successful operation of the enterprise and its development, as well as development of the whole state economy. Each employee has his personal incentives and motives that induce him to perform certain functions and tasks. In recent decades there has been a change in the management of enterprises, in which the «human factor» has come to be regarded as the main factor in achieving long-term success. Highly qualified, properly organized personnel determine the fate of any enterprise. Creating the concept of motivation at the enterprise it is necessary to find objects of realization of separate types of material and moral stimulation. Each enterprise independently chooses for itself the most appropriate combination of material and socio-psychological incentives of employees to achieve their goals. On the success of this decision depends the speed and possibility of achieving the goals, as well as the effectiveness of both individual employees and enterprises as a whole. However, under the influence of a number of factors, including such factors as the degree of personal responsibility, relationship with the manager, etc., the employee may be disappointed in his work, but the management is interested in employees to be creative and enthusiastic about their duties.

Keywords: personnel motivation, the essence of personnel motivation, the meaning of personnel motivation, work motivation, methodological approaches to work motivation, material methods of work motivation, non-material methods of work motivation.

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Introduction and problem statement

In modern conditions of active development of the market and increased competition in Ukrainian enterprises causes the need for rational use of resources. The most important in the enterprise have labor resources, because of their knowledge, skills and experience directly depends on the level of efficiency and competitiveness of the enterprise.

Specifically the staff of the company activates the mechanism of material production, creation of products and its value in the form of profit. There is no such management system, which could work effectively without effective motivation model.

Today in Ukraine among many means of labor motivation only its separate elements are used. Therefore, there is a need to create a comprehensive

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system of personnel labor motivation, which will be focused on comprehensive development of the enterprise labor resources and the effectiveness of its activities as a whole.

Analysis and research of publications

The issue of building an effective system of work motivation has been addressed by many both foreign and domestic scientists. The most outstanding theory, which is still in use today, is J. Bentham's "carrot and stick" theory, which describes simple motives and incentives aimed at achieving the set goals. The theory of F. Taylor [15], who proposed to pay workers in proportion to the output produced, also became famous. According to E. Mayo's social theory [9], the main components of personnel motivation are: education of employees, group decision-making, parity management and humanization of labor. A. Maslow [8] divided employee needs in the form of a pyramid into primary (physiological) and secondary (self-actualization, self-esteem, belonging).

There are also many scientists in modern Ukrainian economic theory who devoted their works to building an effective system of personnel motivation: D. Boginya, S. Duda, A. Kovalchuk, A. Grishnova, A. Dokuchaeva, N. Karpun, A. Kolot, A. Leontieva, Z. Pushkar, E. Petrenko, O. Slavogorodskaya, V. Tsukanova, V. Khmel, etc. [3, 4, 7, 8].

Purpose of the article

The purpose of the article is to analyze modern approaches to the formation of labor motivation methods.

Presentation of the basic material

To date, the personnel of the enterprise remains the most important resource, which has a direct impact on the level of productivity and efficiency of the entire organization. In order to effectively use and develop personnel at each enterprise, it is necessary to build such a system of motivation, which would induce employees to productive work. Motivation is a fundamental element of personnel activation, which not only induces material production, but also ensures its effective functioning.

Even with flawless production plans and a modern structure, an enterprise will not operate efficiently without proper staff motivation. In order to ensure a high return of employees, they should be interested in high results, from which he will get satisfaction of his most important needs.

One of the first researchers of the problem of motivation was A. Smith, who in his work "An Inquiry into the Nature and Causes of the Wealth of Nations" formulated the concept of an "economic

man" – a person governed by his own interests and needs, and his activity is aimed at improving his economic situation. Smith also drew attention to the direct dependence of the results of labor on the amount of wages. He noted that generous remuneration always leads to higher productivity of workers. If wages are high, workers will be more productive, obedient, and savvy [13].

How wages affect the productivity of workers was also written by F. Taylor, the founder of the School of Scientific Management. He noted that one of the reasons for the slow performance of unenthusiastic labor is that the enterprise uses the same level of pay for all personnel. Consequently, employees will not increase their level of productivity because their pay does not depend on the effort expended and the results of labor. F. Taylor suggested a system of lessons, where each employee received tasks and detailed instructions for their performance, and if these tasks were successfully performed, the employees were paid a premium of 30-100% of their wages. According to the scientist, money was the worker's main motive [15].

But with the development of economic science, scientists gradually began to come to the conclusion that not only money motivates workers to work efficiently.

The first scientist to draw attention to this was the founder of the School of Human Resources E. Mayo. In his work "Human Problems of Industrial Civilization" he wrote that moral and psychological factors are the main incentives for productive work, but not payment or working conditions. For example, social status in the team, the opportunity to communicate with other workers, the social and psychological climate in the enterprise are important for a worker [10].

J. Rotter also studied the psychological aspects of the motivation mechanism. When a person chooses a certain model of his behavior, he hopes to receive reinforcement. This expectation of reinforcement is explained by the need to satisfy such needs as: status, recognition, domination, security, love of others, independence and comfort. According to the scientist, the most important motive for choosing one or another model of behavior is the need for development and actualization (improvement) [12].

Theories of motivation have explored the issue of building effective motivation in more detail. These theories can be divided into three groups:

a) substantive, according to which a person's choice of behavior is conditioned by the need to satisfy one's own desires and needs (C. Alderfer, D. McGregor, A. Maslow, F. Taylor);

b) procedural, which reflects the basic methods of increasing the motivation of employees and the processes of choosing behaviors (S. Adams, V. Vroom, L. Porter, E. Loquet and E. Lawler).

c) behavioral relations (D. McClelland, F. Herzberg) (Table 1).

B. Vroom formulated the theory of expectations, according to which the motivation of employees can be determined by their abilities, the reality of achieving goals, the values of rewards. This theory illuminates the existing relationship between remuneration and its results (the measure of satisfaction with remuneration). Motivation will be effective when a person believes that his or her efforts can provide the desired results for which he or she will receive the expected reward.

According to J. Adams' theory of fairness, workers can subjectively evaluate the ratio of pay received and effort expended compared to the pay of other workers doing similar work. If the worker will experience fair treatment of himself and his co-workers, he will be satisfied and will actively work. If there is unfairness and imbalance in such a comparison, psychological tension may arise. Therefore, it is necessary to encourage such workers and to overcome any imbalances.

The most famous theory of motivation belongs to A. Maslow, according to which a person has different needs, hierarchically distributed in certain groups:

- a) physiological needs (food, water, air);
- b) safety needs (security, stability, dependence, freedom from terror, order, law);
- c) needs of love and belonging;
- d) needs for recognition (respect of others, self-respect);
- e) needs in self-actualization (perfection).

C. Alderfer belongs to the similar theory of A. Maslow, based on the classification and analysis of human needs and their influence on it. Fig. 1 shows three groups of the following needs: needs of growth, needs of connection, needs of existence.

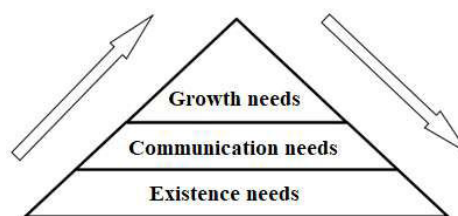


Fig. 1. Alderfer's pyramid of needs
Source: Formed by the author on the basis of [14]

According to A. Maslow, human needs must be realized from a lower level to a higher one. But there is no clear hierarchy in practice, and high-level needs may arise simultaneously with low-level needs. When a certain need is realized, there will be a need for the satisfaction of another need, and a

Table 1

Motivation theories by group

Approach	Theory of motivation	The content of the theory
A meaningful approach	The theory of "scientific management" by F. Taylor [15]	Labor should be paid in direct proportion to the quantity of the manufactured product. The reward will have the desired effect if it is paid immediately.
	Social theory of E. Mayo [9]	Moral and psychological factors are the main incentives for productive work, not pay or working conditions.
	A. Maslow's theory of needs [8]	A person has various needs, which are hierarchically distributed among certain groups (primary and secondary). Human behavior is determined by primary needs, after the satisfaction of which their motivating influence disappears.
	C. Alderfer's theory of affiliation [14]	The main needs that can motivate a person are: existence (physiological needs and the need for security), belonging (the need to be a family member, have colleagues, friends, managers or subordinates), growth (the need for self-expression, or the desire for development and self-improvement)
	Theory of needs "X" and "Y" by D. McGregor [10]	According to Theory X, workers are constantly inclined to avoid doing work, and therefore they need to be stimulated by means of control and threats. According to the "Y" theory, employees by their nature are responsible for performing certain work, they have a sense of autonomy and self-expression
Procedural approach	V. Vroom's theory of expectations [4]	A person can focus his efforts on achieving set tasks to the extent that he can assess the probability of receiving a reward for the work performed.

Source: Formed by the author on the basis of [5,9,10,11,14,15]

satisfied need will no longer motivate [9].

According to C. Alderfer's theory, human needs are satisfied in ascending order. When higher needs are not satisfied, the importance of lower needs increases [14].

F. Herzberg highlighted in his work “Motivation to Work” a two-factor theory of employee motivation, where he identified individual factors that lead to employee satisfaction or dissatisfaction with their work.

Those that cause job satisfaction are related to the content and structure of the job itself, as well as the opportunity for professional growth. Factors causing dissatisfaction of workers are working conditions, relations in the team, wages, company policy and management style, reliability and stability of work. Such factors the scientist called hygienic [5] (Fig. 2).

If hygienic needs are not satisfied, the worker will have a general dissatisfaction with work. If these needs will be satisfied, then there will be no dissatisfaction, but at the same time will not entail a positive attitude and increased motivation.

If the employee will be influenced by motivational factors, there will be an increase in labor satisfaction, but in case these factors will be absent, it will not entail an increase in general dissatisfaction [5].

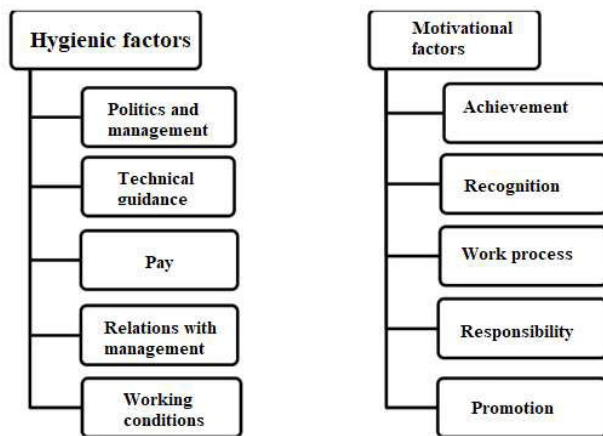


Fig. 2. F. Herzberg's two-factor theory of motivation
Source: Formed by the author on the basis of [1]

Modern scientific literature also has no consensus on the definition of the essence of personnel motivation. Let us consider different opinions on the definition of this concept.

The economic encyclopedia provides the following definition: “motivation is the reason that

induces an economic subject to perform some activity to achieve certain goals, the interest in such activity and the ways of its implementation” [5].

But, from our point of view, this definition is more suitable to the term “motive”.

Economic scientist A.M. Kolot considers motivation as a set of external and internal driving forces that motivate human activity, at that determine its behavior, form of activity, as well as direct it in the right direction for orientation to achieve its goals and the goals of the enterprise [7].

According to D.P. Bogini, motivation is the subjective aspect of an employee's activity, which is a set of interests and needs [1, p. 11].

A. Kovalchuk gives the definition of motivation as a long-term influence on employees to change their values and interests [8, p. 78].

According to A.Y. Kibanov, motivation should be called a process during which the employee consciously chooses a certain model of behavior under the influence of external and internal factors [5, p. 17].

G.T. Kulikov's works note that motivation is a process of encouraging an employee to perform certain actions in order to satisfy needs and achieve set tasks [5, p. 37].

The same point of view is observed in the works of B.M. Genkin [5, p. 133].

According to N. Samoukina, motivation is an internal energy, which includes the activity of an employee both at work and in life [5, p. 31].

S.A. Shapiro defines work motivation as a process of satisfying a person's needs as well as expectations from the work he chooses, carried out according to the results of achieving its goals, agreed with the goals of the organization, motivation can also be called a set of measures that the subject of management uses in order to improve the performance of employees [5, p. 6].

M. Armstrong's writings describe motivation through purposeful behavior. According to the scientist, motivation is closely related to external and internal factors that encourage the employee to a certain pattern of behavior [5, p. 155].

J. Szczipacinski defines motivation as a conscious and purposeful influence on human behavior, where certain means are used through the creation of situations necessary to achieve the organization's own needs and goals [5].

Pench's writings note that motivation is a set of factors of physiological and mental nature, a psychological mechanism that can trigger and organize a certain behavior of an employee that is directed toward achieving the goals [4].

R.L. Daft believes that motivation is the forces that exist inside or outside a person and stimulate the creation of enthusiasm and persistence in her to perform a certain activity [5].

Let us analyze the above interpretations of the term “motivation” from different scientists and draw conclusions. So, motivation is:

- a process during which the activity of employees is influenced by a management subject, using a set of different means to form the desired pattern of behavior in order to achieve the goal of the organization;

- the process during which the conscious choice of the necessary model of behavior by employees under the influence of internal and external forces is carried out;

- a set of internal and external factors that influence employees and determine the model of their behavior, stimulate them to work;

- internal state of a person, formed through his needs and interests.

The main types of employee motivation are shown in Fig. 3.

In order to build an effective system of personnel motivation at the enterprise, it is necessary to include all forms of personnel motivation that meet the needs of employees and capabilities of the enterprise.

Non-material motivation consists of career development, opportunities to improve skills, sales of the organization’s products or services at a discount for employees, availability of business trips, flexible working hours, congratulations on holidays, corporate events, favorable working conditions, gratitude from the manager, setting clear and understandable goals for the employees, ensuring a healthy competitive relationship between employees, increasing personal responsibility of staff, managers listening to rational opinions of the employees.

Positive and negative forms of motivation work according to the “carrot and stick” principle. That is, if the employee receives good results, they are rewarded, and if they receive negative results, various financial and administrative sanctions are used. The motivation system will not be effective if only a negative or positive form of motivation is applied. What form to choose will depend on the working conditions in the organization or on a particular employee.

External motivation is called motivation, which is influenced by specific actions, and arises as a result of various external factors. External motivation refers to the evaluation of the managers of the organization of the successful performance of workers.

Internal motivation, unlike external motivation, is related to the content of the personnel activity, in

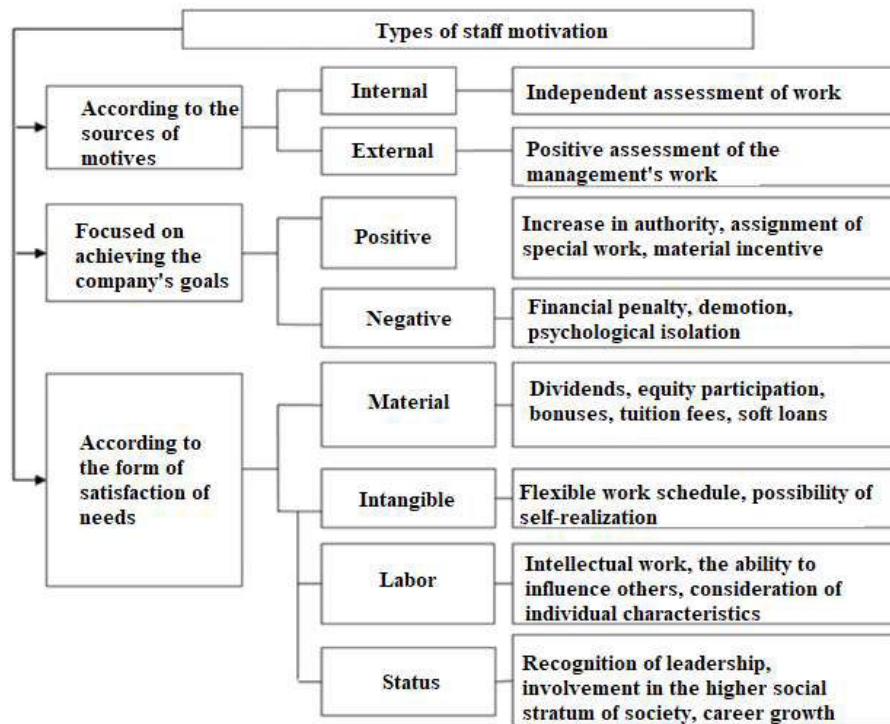


Fig. 3. Types of staff motivation

Source: compiled by the author based on [2]

this case only the independent evaluation of employees' performance results is taken into account.

Self-motivation is the motivation of employees, which arises from independent allocation of their internal and important motives for labor activity [7, p. 17-19].

Let's consider more widespread classification of methods of personnel motivation in Table 2.

Let us consider the classification of personnel motivation methods by S. Shapiro. The scientist divides them into three groups:

- administrative;
- economic;
- socio-psychological.

Administrative methods of personnel motivation are methods in which there is a direct influence of the subject on the object of motivation. Administrative methods include the following motives: a sense of duty, understanding of the need to comply with labor discipline and work culture. The use of these methods is based on the theory of «X» D. McGregor, which says that all people are inherently lazy and do not want to work, so for them to use methods such as: control, orders and

punishments.

Administrative methods include the following methods of motivation:

- organizational-stabilizing, which involves the use of a system of regulations;
- organizational influence, which is carried out within the enterprise (various instructions, internal labor regulations, labor standardization, organizational structure, regulations, etc.)
- instructional, which is used during operational management (orders, orders);
- disciplinary, during which various forms of responsibility are implemented, this method includes methods of negative motivation (fines, dismissal, deprivation of bonuses, etc.).

Economic methods include methods of material incentives for employees. According to S.A. Shapiro, they can include:

- state methods and methods of local authorities (taxes, fees, financial and credit mechanisms);
- organizational methods (financial and economic norms of organization, methods of material stimulation of personnel, responsibility for efficiency

Table 2

Classification of personnel motivation methods

№	Classification sign	Method of motivation	Characteristics of the method
1	Method of influence	Compulsion	Contains a sense of fear of punishment or dismissal, fine or transfer to a low-paid job
		Reward	Economic incentives in the form of wages, bonuses, profit sharing and non-economic incentives in the form of awards, thanks, etc.
		Solidarity	Formation of certain values of the organization in the personnel, such as: a favorable social and psychological climate, training, beliefs, etc.
2	Subject of motivation	Self-motivation	Intrapersonal method, focused on oneself
		External motivation	Influence on the object of motivation by the subject of motivation
3	Orientation of influence	Positive	Contributes to the creation of positive emotions, as a result, the desire to achieve success is formed (expression of gratitude, monetary bonus, promotion, etc.)
		Negative	Application of various forms of punishment, such as: loss of bonus, fines, demotion or dismissal
4	Place of origin	Internal	Getting satisfaction from work, communication with colleagues, a sense of the significance of work
		External	Salary, career growth, training and professional development, participation in enterprise management
5	Economic content	Financial	Salary, bonus, payment for business trip, payment for training
		Non-financial	Career growth, professional development, participation in management, flexible work schedule, favorable working conditions
6	Functional purpose	Economic	Salary, bonus, payment for business trip, payment for training
		Organizational	Improvement of working conditions at the enterprise
		Social	Career growth, professional development, food, material guarantees, medical and social insurance, housing, interest-free loans

Source: compiled by the author based on [6]

and quality of work, participation in the organization's profit).

Socio-psychological methods include methods that include social relations, moral and psychological impact, the use of moral incentives for work activities, the impact on the employee through the use of various psychological techniques to form an internal desire to perform the desired activity without the use of administrative methods of motivation.

Influence of social and psychological methods is carried out through the use of norms of behavior, formation of social and psychological climate, moral motivation, introduction of social policy in the organization.

According to S. Shapiro, socio-psychological methods include:

- organization of the labor collective with the help of methods of selecting the right types and character of personalities, creating a positive psychological climate in the organization;

- giving his own example of the head of the organization, which can have a motivational influence on their subordinates, help them to express themselves and create affiliation with a successful leader;

- mission, goals and values of the organization, which must be in a clear and understandable form;

- the possibility of participation of staff or some employees in management;

- satisfaction of cultural and spiritual needs of the staff through the organization of a variety of corporate events, joint recreation;

- organization of social norms of behavior of employees;

- establishment of moral incentives or sanctions, i.e. a combination of positive and negative incentive methods. But, according to S. Shapiro, socio-psychological methods can be effective only if the organization has a long-standing tradition of their application;

- introduction of social prevention and social protection of the personnel (free of charge medical service, preventive examination, meals, health-improvement vouchers, benefits, compensation of travel expenses, etc.). According to S. Shapiro, this method is effective only if the level of wages at the enterprise is low and additional measures of material motivation should be applied [12, p. 93].

From all of the above, we can conclude that there are quite a few approaches to the classification of personnel motivation methods. In practice, it will be more effective, if not limited to one of the forms and methods of motivation, it is necessary to take into account the features of the enterprise, form of

labor and production organization, features and structure of the workforce, personnel needs, corporate culture, situation in the labor market and economic situations in the state.

Conclusions

Theories of motivation have explored the issue of building effective motivation in more detail. These theories can be divided into three groups: substantive, procedural, behavioral relations. Personnel motivation system is divided into the following forms of motivation: material, non-material, positive, negative, internal, external, self-motivation. Motivation methods are divided into such methods as: coercion, reward, solidarity, self-motivation, extrinsic motivation, positive, negative, internal, external, financial, non-financial, economic, organizational, social, moral and psychological.

In the current market conditions, the application of work motivation scheme in personnel management at enterprises plays one of the key roles in ensuring the competitiveness and efficiency of organizations as a whole. The main component of motivational sphere at the enterprises becomes the most material stimulation of personnel. But along with material motivation not the least role is played by moral stimulation of labor activity. Since employees work not only to meet their material needs, but also to meet a complex range of social, cultural and spiritual needs.

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СУЧАСНІ ПІДХОДИ ДО ФОРМУВАННЯ МЕТОДІВ МОТИВАЦІЇ ПРАЦІ

Васильєв Олексій, Літвінова Валерія

Основним завданням менеджменту сучасного підприємства є пошук найбільш ефективних методів управління персоналом, що буде забезпечувати ефективність роботи підприємства в цілому. В таких умовах ефективною системою мотивації стає найбільш впливовим фактором на підвищення результативності роботи персоналу. Ефективна мотивація сприяє творчому, продуктивному, інтелектуальному ставленню працівника до своєї праці та спрямовує його на досягнення високих показників діяльності в організації. Тому, перед кожним менеджером в сфері управління персоналом стоїть питання щодо формування ефективної системи засобів мотивації праці персоналу, яка б відповідала сучасним умовам розвитку ринку та забезпечувала б успішну діяльність підприємства і його розвиток, а також розвиток всієї економіки держави. Кожен працівник має свої особисті стимули та мотиви, що спонукають його до виконання певних функцій та завдань. В останні десятиліття в управлінні підприємствами відбулися зміни, в результаті яких «людський фактор» став розглядатися як головний фактор досягнення довгострокового успіху. Висококваліфікований, правильно організований персонал визначає долю будь-якого підприємства. Створюючи концепцію мотивації на підприємстві, необхідно знайти об'єкти реалізації окремих видів матеріального та морального стимулювання. Кожне підприємство самостійно обирає для себе найбільш доцільну комбінацію матеріальних і соціально-психологічних стимулів працівників для досягнення поставлених цілей. Від успішності цього рішення залежить швидкість і можливість досягнення поставлених цілей, а також ефективність як окремих працівників, так і підприємств у цілому. Однак, під впливом низки факторів, в тому числі таких як ступінь особистої відповідальності, відносини з керівником та ін., працівник може розчаруватися в своїй роботі, проте керівництво зацікавлене в тому, щоб працівники творчо та з ентузіазмом ставилися до своїх обов'язків.

Ключові слова: мотивація персоналу, сутність мотивації персоналу, значення мотивації персоналу, мотивація праці, методичні підходи до мотивації праці, матеріальні методи мотивації праці, нематеріальні методи мотивації праці.

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The main task of modern enterprise management is to find the most effective methods of personnel management, ensuring the effectiveness of the enterprise as a whole. In such conditions effective system of motivation becomes the most influential factor in increasing the effectiveness of personnel work. Effective motivation promotes creative, productive, intellectual attitude of the employee to his work and directs him to achieve high performance in the organization. That is why every manager in the sphere of personnel management is faced with the question of forming an effective system of personnel work motivation, which would meet the modern conditions of market development and ensure successful operation of the enterprise and its development, as well as development of the whole state economy. Each employee has his personal incentives and motives that induce him to perform certain functions and tasks. In recent decades there has been a change in the management of enterprises, in which the «human factor» has come to be regarded as the main factor in achieving long-term success. Highly qualified, properly organized personnel determine the fate of any enterprise. Creating the concept of motivation at the enterprise it is necessary to find objects of realization of separate types of material and moral stimulation. Each enterprise independently chooses for itself the most appropriate combination of material and socio-psychological incentives of employees to achieve their goals. On the success of this decision depends the speed and possibility of achieving the goals, as well as the effectiveness of both individual employees and enterprises as a whole. However, under the influence of a number of factors, including such factors as the degree of personal responsibility, relationship with the manager, etc., the employee may be disappointed in his work, but the management is interested in employees to be creative and enthusiastic about their duties.

Keywords: personnel motivation, the essence of personnel motivation, the meaning of personnel motivation, work motivation, methodological approaches to work motivation, material methods of work motivation, non-material methods of work motivation.

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