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THEORETICAL BASICS OF STAFF MOTIVATION AND STIMULATION

The implementation of economic reforms in Ukraine requires a deep study of the problems of the main productive force of society - a person who is both a producer and a consumer of material goods and services. Processes in the field of labor acquire special importance in the modern crisis situation, since the professional activity of a person is a mandatory and necessary condition for the life of society. Motivation for professional activity cannot be effective without satisfying material needs and focusing on the material interests of employees. Human needs play a leading role in the process of motivation.

Human needs are the absence of something, motives are the desire to do something. Motives arise almost simultaneously with the emergence of a need and go through certain stages similar to the stages of the emergence of a need. Therefore, it is legitimate to say that a motive is something that generates certain human actions.

Depending on the nature and nature of the event, the following main types of needs are distinguished in the literature: material reward for work as a source of income; meaningful, interesting work that gives a person space for self-realization; social usefulness of work, because what physical and mental energy is spent on should be useful to someone; achieving a social status that corresponds to human imagination; spiritual activity of a person; labor protection and safety; a certain level of labor intensity.

Material motivation is a desire for a certain level of wealth, a certain material standard of living. Material motivation to work depends on many macro- and microeconomic factors, in particular: on the level of personal income; income inequality in the organization and society as a whole; personal income structures; substantial provision of available cash income; existence of a direct dependence of the level of remuneration on the quantity, quality and results of work; personal income structures, etc. Motivation is a property of human consciousness as a factor that activates or stops action. A broader concept than motivation is enthusiasm for work, that is, the employee's conviction in the purposefulness and awareness of the work being performed. The high interest of employees in

the activities of the organization reduces staff turnover and absenteeism, but also significantly affects the increase in work efficiency¹.

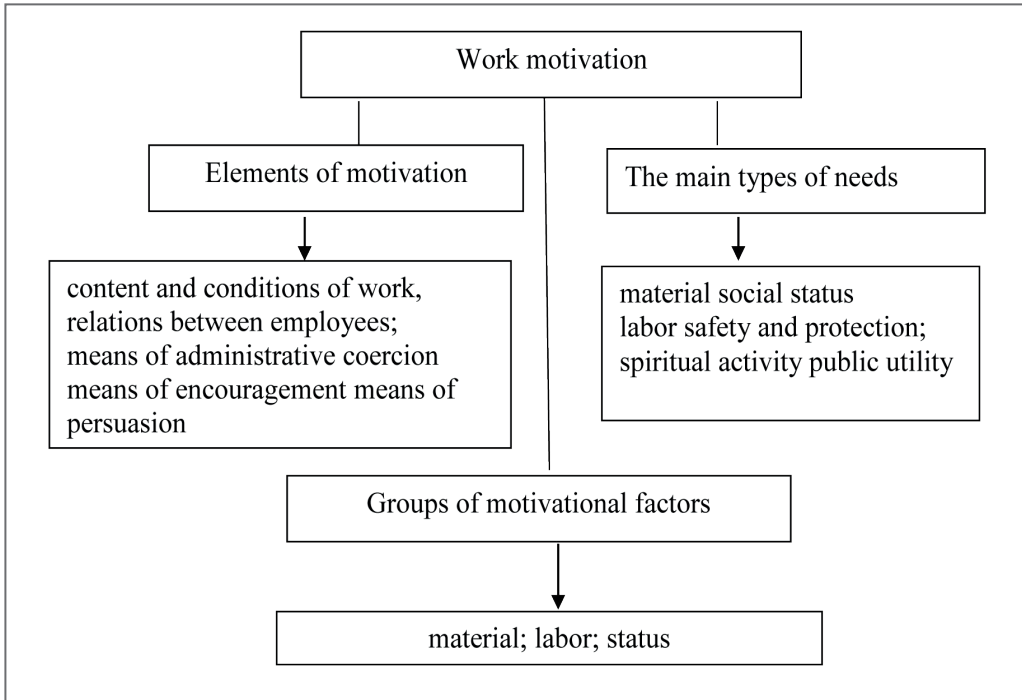


Fig. 1. Scheme of motivation groups, its elements and types.

Motivation contributes to the achievement of an acceptable and stimulated level of individual labor productivity, and therefore to the improvement of the professional level of the employee. If motives of continuous professional development prevail among employees in the field of motivation, then achieving a stimulated level of work efficiency is not a difficult task. It is only important to organize such a work process that would not require the mechanical performance of labor operations, but responsible work on the development, expansion and improvement of labor skills.

Motivation to justify needs from the point of view of responsibility in people who have established special ties, enriched friendships, and provided individual assistance. It will also be easier for entrepreneurs to work, which will give them the opportunity for a wide association. Material factors play an important role in the behavior of employees in the conditions of the work performed, but this does not mean that intangible motives and incentives are different².

¹ Berezovsky P., Mikhalyuk N. Organization of forecasting and planning of agro-industrial complex; Tutorial. Lviv: Magnolia Plus, 2004. 443 p.

² Ibid.

Current business practice is indisputable evidence that the role of intangible motives and incentives is constantly growing. The moral function of work motivation is determined by the fact that incentives to practice create an active life position, a high moral climate in the enterprise. At the same time, it is important to ensure a correct and established system of incentives along with the improvement of traditions and historical background³. Scientific research and practice have made it possible to develop the principles of motivation, which allow to increase the effectiveness of motivational approaches: (Table 1.).

Table 1.

Classification of motivational factors

Classification group	Component classifications
Factors creating an opportunity to encourage independence and entrepreneurship of employees	maximum delegation of authority; the right to express and defend one's opinion; provision of a single status to all employees; support of enthusiasts; tolerance for failure.
Stimulating factors	the formation of the feeling of winners among the company's employees; group principle of organization of all work, mutual control of colleagues interested in the results of joint work; a system of annual attestations in the form of an interview between a superior and a subordinate.
Rules of motivation, the observance of which makes it possible to increase the effectiveness of motivational measures	praise of employees; the incentive must be tangible; unforeseen and irregular incentives; constant attention to the employee and his family members; make people feel like winners more often; encourage for achieving not only the main goal, but also the intermediate one; to give employees a sense of freedom of action, the opportunity to control the situation; not limit the self-respect of others; large and small awards; reasonable internal competition

The complexity of work motivation can be based on the unity of moral and material, collective and individual incentives, the meaning of which lies in the system of income from personnel management, experience and entrepreneurial traditions.

One of the most common is the division of motivational management methods into organizational (organizational-management), economic, social and psychological. This classification is based on the motivational orientation of management methods. Depending on the focus on specific needs, management methods are divided into certain groups.

Economic methods of management, which are economic incentives. They provide for material motivation, i.e. targeting the performance of specific indicators or tasks and the implementation of economic rewards for work results after their completion. The use of economic methods is related to the creation of a work plan, control of its implementation, as well as economic stimulation of labor, that is, a rational system of labor remuneration, which provides incentives for a certain

³ Griffin R. Fundamentals of Management: A textbook for students. econ. special Ricky Griffin, Vladimir Yatsura. Lviv: Bak, 2011. 605 p.

amount and quality of work performed. work and the application of sanctions for its insufficient quantity and quality.

Organizational and administrative methods based on directives. These methods are based on power motivation based on obedience to law, order, seniority, etc., as well as the possibility of coercion. They include organizational planning, organizational positions, instructions, orders, and control. In management, the motivation of the authorities plays a rather important role: it involves unconditional compliance with laws and regulations adopted at the state level, as well as a clear definition of the rules and duties of managers and subordinates, in which the implementation of management orders is mandatory for subordinates⁴.

The power of motivation creates the necessary conditions for organization and interaction, and the very methods of organization and management are aimed at ensuring effective management activity at each level based on its scientific organization.

Socio-psychological methods used to increase the social activity of employees. With the help of these methods, the social, aesthetic, religious and other interests of people are mainly influenced by the awareness of employees, and social stimulation of professional activity is realized. This group of methods covers a diverse arsenal of methods and techniques developed by sociology, psychology and other humanities. Such methods include surveys, tests, surveys, interviews, etc. In management practice, as a rule, various methods and their combinations are used simultaneously.

For effective management of motivation, it is necessary to use all groups of methods in business management. Thus, the use of only strong and material incentives does not allow to mobilize the creative activity of personnel to achieve the goals of the organization. In order to achieve maximum efficiency, it is necessary to use spiritual motivation.

In market conditions, economic methods of management will inevitably develop, the efficiency and effectiveness of economic stimulation will increase, which will allow putting each employee and team in such economic conditions, under which it will be possible to combine personal interests with work goals as fully as possible. However, the focus on economic methods of stimulation most often leads to a decrease in attention to the socio-psychological aspects of motivation, determining the internal motivation of personnel.

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⁴ Donchak LG Formation of the internal economic mechanism of the enterprise Agroinkom. 2012. № 10–12. P. 77– 81.