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MOTIVATION MODEL OF STIMULATION OF ACTIVITY OF ENTERPRISE EMPLOYEES

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Introduction and aim of the research: The current stage of Ukraine's economic development requires solving the practical tasks of managing the work of the personnel of the enterprise through the application of new socio-economic methods of motivation of labor that would increase the economic interest of employees in productive and qualitative work. But the scientific elaboration of this task remains inadequate, and especially with regard to the creation of a comprehensive system of motivation for workers of production enterprises. The essence of the problems posed is the development of a comprehensive methodology for stimulating the work of workers of production enterprises.

Research hypothesis is to develop a mechanism to increase the employee's interest in implementing the goals and objectives of the company with a high level of competition in the industry and relatively low profitability of production..

The aim. Definition of the theoretical basis and methodological foundations of the complex system of labor motivation by establishing personal interest of all categories of personnel in the final result of the activity.

Methodology: at the stage of collection, systematization and processing of information for the research – inductive; in the process of theoretical understanding of

the problem – deductive, methods of analysis and synthesis – to combine various components of economic phenomena into a single process. By studying the process of motivation of labor at the stage of developing proposals for its improvement, methods of detailing, grouping, generalization, graphic, analytical, logical, economic and mathematical modeling were used.

Results: The main directions of labor motivation, motivates the activity of employees as a factor in increasing the profitability of production and doing business, making up the motivation for work, measures to develop labor motivation systems, and recommendations for improving it in the enterprise management system using motivational mechanisms.

Conclusions: It is substantiated that the process of motivation of labor in the conditions of a production enterprise should be considered as a complex process, which consists of several components, among which labor remuneration, valuation, evaluation of personnel, non-material incentive methods, system of estimation of efficiency of existing methods of promotion of labor are distinguished.

Keywords: motivation, activity efficiency, labor remuneration, personnel, effective management, human resources, motivational management mechanism.

Formulation of the problem. Effective business activity of the enterprise is mainly provided by the qualification level of its employees. Skilled workers who are motivated to create added value at the enterprise provide increased competitive positions, market status and ensure sustainable development in the strategic period. For enterprises of the entrepreneurial nature of activity it is especially relevant, as competition is increasingly developing, private capital is

gaining ground in new market niches. In these conditions, a competent policy of human resources management is a prerequisite for the formation of strategic efficiency and the stability of their activities.

This requires identifying ways to increase motivation and develop mechanisms for increasing the productivity of labor in general in enterprises and encouraging workers to manage their activities while finding promising directions for the implementation of strategic goals. An enterprise can realize its potential for economic growth only under conditions of effective motivation. Insufficient motivation in the enterprise may act as a deterrent to the growth of performance indicators. That is why the issue of improving the motivation of the staff at the enterprise is relevant and predetermined the choice of the topic of research, formed its purpose and objectives.

Analysis of recent research and unsolved part of the problem. The questions of increasing the motivation of labor, its methods and stimulation of labor are researched in the works of such scholars as: M. Meskon, M. Albert and F. Hedouri, L. Strout, E. Mayo, A. Maslow, F. Herzberg. Also found their reflection in the writings of such economists as: O.A. Bogutsky, V.G. Voronkova, V.A. Shahovogo and others.

To the question of effective motivation of labor at the enterprise were devoted scientific works of such scholars as: A. Afonin, V. Abramov, D. Bohinia, A. Grishnova, G. Dmitrenko, M. Doronina, A. Yeskov, I. Zavadsky, M. Carlin, A. Kolot, A. Vihansky, N. Lyubomudrova, V. Sladkevich, K. Aldefer, V. Vrum, F. Gertsberg, A. Kuzmin, D. McGregor, D. McClelland, A. Maslow, E. Mayo, M. Meskon, R. Owen and others.

However, there are still insufficiently studied issues related to the introduction of modern conditions of management approaches and mechanisms of motivation of staff. The importance of studying the problem of motivation in today's economic conditions is conditioned by the special value of the human factor to maintain the competitiveness and success of any business. The economic literature does not sufficiently substantiate the understanding of the process of motivation of labor resources, the peculiarities of the formation of forms, methods, and also recommendations for improving the system of motivation of labor at enterprises.

The purpose of the study is to analyze and justify the promotion of the work of workers as a factor in increasing the profitability of production, the components of labor motivation, development of systems of motivation of labor, the development of recommendations for its improvement in the enterprise management system using motivational models.

Research results. Management of human resources in general and personnel of enterprises in particular was and remains in any state the most actual problem, which can not be compared with any other, because the most

correct solution to the problem of labor management and labor behavior is largely determined by the progressive socio-economic development of enterprises and states. Personnel motivation has always been, but depending on certain factors, the economic situation of the company and the country as a whole, have changed.

The lack of a scientifically-based system of planning, organization, motivation and control of the company's activity, as well as balanced criteria for the work of its structural subdivisions led to an actual equalization in the bonus system. And the lack of highly skilled personnel capable of ensuring the proper organization and functioning of the enterprise in market conditions, virtually eliminates all attempts to develop, and especially the introduction of a highly effective system of target management, in which the dominant position belongs to the system of motivation. Further weakening of labor motivation will inevitably lead to an aggravation of negative social and economic processes in our state.

Motivation is an attribute of human consciousness that activates activity or causes its termination. The notion of wider than motivation is the admiration of labor, that is, the conviction of the worker in the expediency, the content of his work [13, c. 59]. Strong enthusiasm for employees of the organization causes a reduction in personnel turnover, but does not have a clear impact on improving the efficiency of labor. Motivation is a factor in labor efficiency, but too high individual motivation leads to numerous complications in its functioning. Therefore, it is necessary to optimize the process of motivation. Hence, there is an objective need to create a scientifically grounded mechanism of motivation of the personnel of enterprises that would be able, with the help of effective levers and incentives, to increase the interest of employees in productively and qualitatively working, to promote their competitiveness, to ensure a qualitative renewal of the working mentality. Necessary and a toolkit motivational mechanism, able to combine in a single node the goals and results of the staff to implement in practice the purpose-oriented motivation of his high-performance work.

The mechanization of the realization of the core policy is the system of plans, organizational, administrative and social measures, which are used for the elimination of certain problems and the satisfaction of the prospects for the organization in the personal.

The policy of staff is a glimpse of the strategic orientation of politics of entrepreneurship. It explains the relationship between directors and subordinates, the main problems and methods of work with personnel. The policy is directed for the formation of a corresponding, strong team, a healthy lucidly, to constant changes of the requirements of customers. The policy of a politician includes the following elements: the type of society, the style of empowerment,

the philosophy of the organization, the internal affairs, the collective agreement, the status of the organization, and their realization.

The motive of human activity is the satisfaction of their needs, which have a complex hierarchical structure, different from many individuals. Each person is directing his efforts to achieve those goals that allow him to meet his needs. Therefore, the most effective motivation is achieved when employees expect that they will receive a sufficient remuneration (material and moral), which will meet their own needs, while performing their duties and contributing to the achievement of the goals of the organization. In other words, for effective motivation, the coincidence of the goals of the workers and the organization is required. Of great importance for motivation is the awareness of the worker of the fairness of the remuneration received in comparison with the efforts expended and the benefits brought by the organization, on the one hand, and the efforts brought to the benefit and reward of their colleagues – on the other hand.

Thus, the optimization of the system of personnel motivation can give [11, c. 163]:

- increasing the effectiveness of employees;
- operational achievement of the company's goals;
- the correlation between the performance of employees with payment and non-material incentives - that is, the interrelation of efforts with the result;
- transparency of the remuneration system;
- reduction of staff turnover and overcoming personnel shortages;
- Activation of the motivation to achieve significant results and strategic goals for the company;
- balanced budget for material and non material incentives;
- improvement of the psychological climate in the team;
- increasing employee loyalty;
- improvement of team work.

In the process of motivation, it is necessary to take into account objective factors, that is, those that create independent of the subject of the prerequisites of his activity and subjective, which are associated with the perfect transformation of external conditions in the minds and psychics of people. Factors of an objective nature are considered as a sphere of external motives for activity (incentives), and subjective – as the basis of internal motives [8, p. 59].

Motivation involves tangible and intangible motives, which are based on the purposeful formation of motives of work and the use of already existing motives. In the process of motivation, many economic, organizational, legal, socio-psychological, technological and other factors should be regulated in such a way that the activities of the employees are carried out in the desired direction. Under the condition of the right actions on the part of the leadership it is possible to intensify the personality, its intellectual, emotional and volitional

spheres, to ensure the implementation of intellectual potential, creative and psycho-physiological capabilities of each working person.

It should be noted that the form and indicators of stimulation should be simple, understandable for all employees and they should be sure that their efforts and performance will not remain unnoticed. In practice, the manager must use the motives in a certain ratio, which was paid attention to the Nobel Prize winner J. Galbraith [5, p. 137]. He noticed that some motives reinforce each other, others unite weakly, and the other mutually exclude, neutralize each other.

Motivation can be done through the exchange of experience and knowledge between managers and subordinates, frank expression of opinions at meetings and conferences. To this end, managers should create an atmosphere of openness and benevolence, have a constant interest in the initiatives of subordinates, always refer to their business proposals.

Effective factors of motivation in well-managed enterprises is the awareness of the performer that his work is important and socially useful, then in the workers there is an element of professional pride, empathy for the successes and failures of the enterprise. J. Nehru rightly noted that under the wise and far-sighted leadership it is easy to see that in the end the best way to profit is to care for the benefit of the whole society, the member of which is a person (an individual).

Motivation is a psychological condition for the organization of the inner spiritual world of the individual, which determines the choice of direction of its behavior. Even more ancient thinkers have formed the law of spiritual life, according to which a person, having reached a certain level of satisfaction of his primary material needs, should not turn to self-destruction, shift his direction to achieve the spiritual goals that ennoble the person.

In management, not only material and moral incentives play a major role, but also social sanctions in relation to a person whose activity has a disagreement with certain norms of the social environment (remarks from colleagues, ridicule, etc.). It is the desire to "justify the hopes of colleagues, their loved ones", to earn their approval is sometimes a strong internal motive that helps a person successfully fulfill his duties, overcome certain difficulties [10, p. 378–384].

It is possible to point out some of the negative moments in the practice of motivation of workers in the manufacturing sector of the Ukrainian economy: excessive enthusiasm for monetary (material) incentives, the use of limited forms of incentives (money, gifts, certificates of honor, etc.), non-compliance with certain psychological and ethical norms and so on. That is, they do not fully adhere to the principles of stimulation, acquired by science and tested by many years of practice: the complexity of stimulation (material, creative, prestigious,

combination of incentives and sanctions), its publicity, involving all those involved in solving incentive issues, differentiating incentives, with taking into account the social needs of employees and their attitude to incentives, timeliness and equity of stimulation, the choice of effective remuneration or imposition of a penalty.

To negative motivation sometimes cause problems of socio-psychological nature: the relationship in the team, the prevailing psychological climate, frequent conflict situations. Practice convincingly suggests that it is more effective to eliminate anti-stimuli (negative motivations) than to overcome their harm with positive motives [1, p. 23–27]. In management, all forms of external influence on the personality of the worker should be used in order to make the desired actions on their own motives than under the influence of formal instructions.

The complexity of the motivation problem lies not in the fact that it is difficult to take into account the motivating motives of human activity with sufficient fullness, but that the structure of needs is unequal among different people, in addition, they change over time and in a certain situation.

The motivational model should be based on the current system of material and non-material stimulation. The following factors are related to material incentives: basic wages: unit (direct, part-bonus), hourly, chord-bonus, stimulation by brigade (family) contract method; additional payment for overcoming the plan of production and sale of products, payment for the quality of works and products, payment for the preservation of products; bonuses: for the final results of work, on the basis of performance of self-supporting tasks, the most important types of work, high quality of work, the implementation of scientific achievements and best practices, for innovative work and invention, the economy of raw materials and materials.

Non-material incentives, in turn, are based on the following factors: adverting gratitude with the entry (without putting) on the board of honor; awarding diplomas, valuable gifts; the awarding of honorary titles; submission to government awards.

The spectrum of the needs of the population of our country is quite wide and here we can not restrict ourselves to a certain sum of material goods, the creation of some household amenities, etc. Nowadays there is great hope for privatization as an additional source of labor activity. According to many scholars and practitioners, private property causes instinctive motivation and spiritual motives for hard work for a person, it stimulates economic entrepreneurship and personal initiative [14, p. 32–37].

In order to solve these problems, it is necessary and appropriate to use effective motivating factors, such as: organization of the production process (provision of ergonomics, hygiene, environmental friendliness, aesthetic

working conditions, clarity of the working rhythm etc.), a system of incentives for labor (adherence to principles of social justice, social assistance, compulsory compensation for material costs incurred by the employee due to carelessness), individual measures of material and moral incentives for high-quality work (remuneration, professional category, orders complex and responsible tasks, travel for training, abroad etc.), personal example and commission business.

An important element of the general moral and psychological state of man is the factor of job satisfaction. Its value can not be reduced only to the productive effect, the degree of return of the employee. Found that satisfaction with work creates a good mood, an emotional background for optimism is required, even in difficult and tense situations. At the same time, dissatisfaction with work over a long period of time causes a depressed state, pessimism, inertia. Elimination of various interruptions in the work, and the application of new, more sophisticated forms of organization of labor, which act as motivators of high-yielding labor. In developed countries, new means of motivation include "enrichment of labor", "complex optimization", "flex", "participation in decision-making" etc.

This group of motivators can include: a) the expansion of the "vertical set" of responsibilities, that is, ensuring greater autonomy and responsibility of the employee in the performance of the assignment, the inclusion in his duties of some functions of planning and control of the quality of products produced; b) the expansion of the "horizontal set of duties", that is, the introduction of greater variety in the work within a single function; c) production rotation of workers, i.e. change of professions in order to reduce the monotony of labor; d) creation of so-called "centers of quality", stimulating the initiative of workers in solving various production tasks etc. Nowadays, "centers of quality" are the form of group labor organization, which is the most dynamically developing in many countries with a market economy. The effectiveness of this form of organization of labor relies on a whole complex of very specific methods, which make up the Japanese model of intra-firm management [9, p. 112].

The manager must be able to disclose the system of perspective lines of personality, links of future activities with distant perspectives. That is, in order to ensure the success of the work of the staff was able to stimulate the immediate, medium and long-term goals and objectives of the person. The target, which becomes a driving force, becomes a motive. Goals have a great stimulus. A person who does not have a clearly defined goal, as a rule, has less achievements in work, lives today, is satisfied with elementary needs and it is difficult to pick up motivating motives for it (Fig. 1).

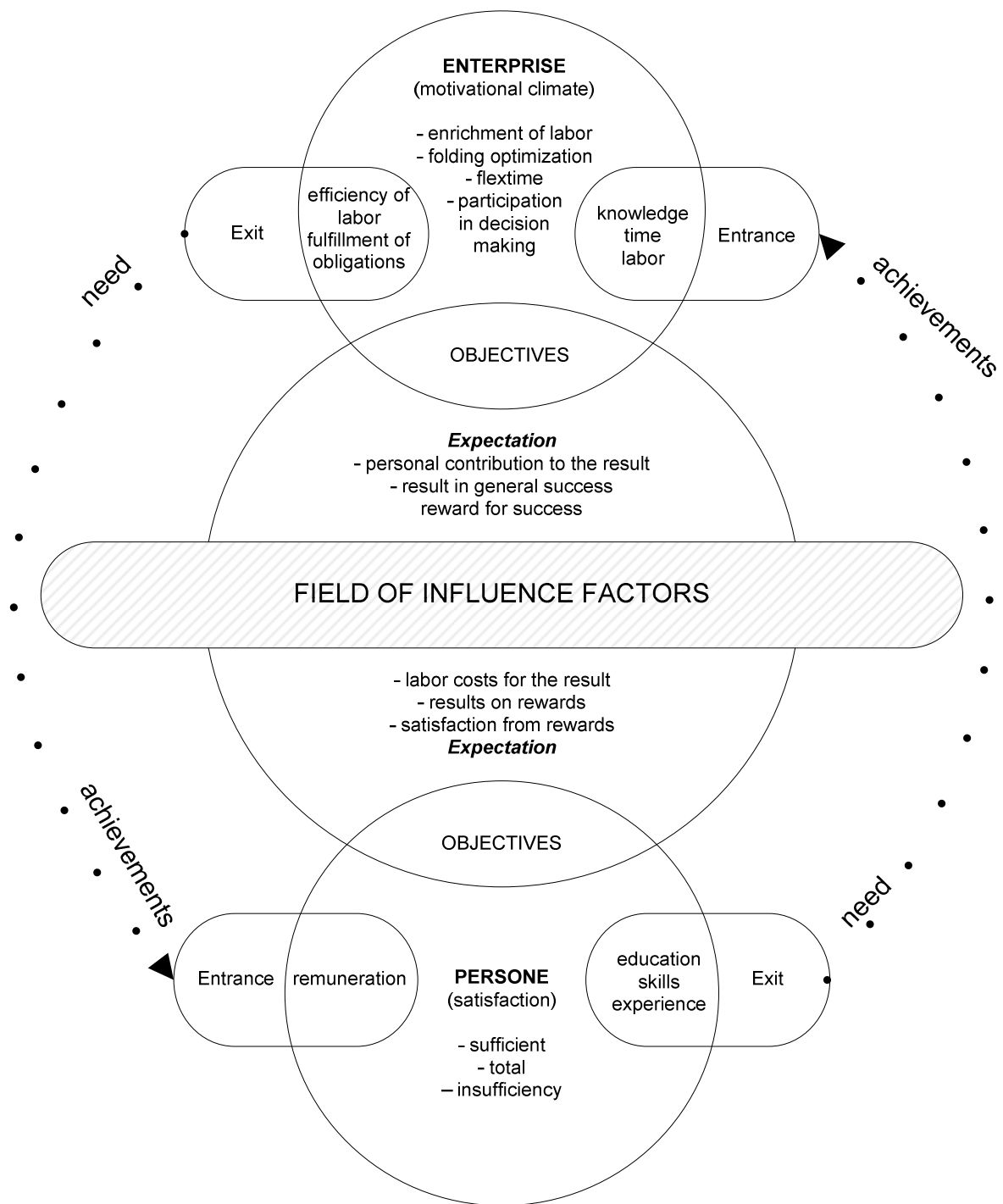


Fig. 1. Motivational model of stimulation of enterprise workers

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The diversity of views confirms that motivation is a complex process, the effectiveness of which is estimated by the results of the enterprise. The main tasks of motivation: the formation of each employee's understanding of the essence and importance of motivation in the process of labor; training of personnel and management personnel on the psychological basis of in-firm communication; the formation of every leader of democratic approaches to personnel management using modern methods of motivation. To solve these problems, an analysis is needed: the process of motivation in organizations; individual and group motivation; changes occurring in the motivation of human activity in the transition to market relations [2].

Motivation, as the main function of management, is associated with the process of inducing oneself and other people into activity by forming motives for achieving personal goals and goals of the organization. The content of the function of motivation is to determine the needs of staff and ensure their satisfaction in the organization; developing remuneration systems for the work being performed; the application of various forms of remuneration; the use of incentives for effective collaboration between employees in teams and the enterprise as a whole [18]. With the help of motivation, the company's management can solve the following tasks: attracting and retaining the organization of the best specialists; recognition of the work of the workers who achieved significant results, with the purpose of further stimulating their creative activity; demonstration of the attitude of the management to the high results of labor; popularization of the results of the work of the best employees; application of various forms of recognition of merit; improvement of the morally-psychological state of workers through the appropriate form of recognition; ensuring the increase of labor activity of the collective of the enterprise.

The connection of the functions of motivation and control is at all stages of the tasks subordinates, but it is especially bright at the previous and final stages of work. Preliminary control is known to be carried out before the task is started. Its means, which have a significant motivating influence on employees, can be: the development of clear norms, standards and requirements; proof of specific goals and tasks to performers; development of remuneration systems; providing all necessary; selection of qualified specialists. With the help of these tools people are given a specific content orientation, they define clear benchmarks and standards of conduct, for which workers will receive remuneration [10].

In order to improve the efficiency of the enterprise, it is necessary to improve the motivation of employees, which can give:

- increase of staff performance;
- operational achievement of the goals of the enterprise;
- a link between employee performance and payment with non-financial incentives;
- transparency of the system of encouragement;
- decrease of personnel turnover;
- improvement of the psychological climate;
- improvement of team work [4].

Under such a system of labor indicators should be understood - a set of quantitative and qualitative indicators of the effectiveness of the use of live labor in the production process [15]. The main labor indicators include:

- labor productivity (average monthly output per employee of the staff) and labor complexity of production (production program);
- number of staff (average monthly, average annual, including by categories of employees);
- enterprise wage fund, including by categories of personnel and by structural divisions;
- average wage (average monthly, annual average per enterprise: by categories of personnel, by structural units);
- general working time fund;
- fund of working time of one worker;
- average working day (change);
- number of days worked (changes, hours) by one employee or worker.

Motivation directly through work is achieved through redistribution from top managers to managers of the lower link of most non-government functions that are traditionally executed by managers. Practice shows that to create an effective motivation mechanism, it is necessary to provide almost the same level of motivation for managers and subordinates. If the individual incentives of the subordinate are stronger than the system of inducing the leader, then the subordinate becomes his opponent, or if the system of inducing the head is much stronger, and the subordinate does not have the initiative and is satisfied with the minimum of work, then in the end it negatively affects the work and calls into question the achievement of the goals [6, p. 53].

It is important to create a motivational climate of authority and control of activity, to establish trust relationships between people, to develop communication processes, to meet the needs of employees in emotional contact, to increase the degree of motivation of individual needs, to take into account the individual sensitivity to various forms of stimulation.

It is necessary to provide a fair assessment of merits or misdemeanors, avoiding exaggeration of merits or disadvantages in the activities of subordinates. Moreover, the incentive (penalty) will act with full impact when

the form and degree of promotion or charge of the head coincides with the assessment and opinion of the whole team. The incentive system should not involve frequent rewards and penalties, since under such conditions they are devalued [17, p. 33].

To overcome the disorganization of consciousness, a sense of tension, danger, disbelief, anger, etc., timely provision of the individual information about the quality of his work is essential. In the face of objective assessment, such information, on the one hand, contributes to increased confidence in the work, maintaining a good relationship between executives and subordinates, as there is no unnecessary need to remind subordinates of their lack of efforts in the work. On the other hand, information about the quality of their own work can facilitate the process of self-education and self-realization of personality [15].

In addition, we need to keep in mind one more aspect of the problem of motivation. The use of identical performance evaluation indicators for all members of the team makes it possible to successfully implement the principle of equitable distribution of the wage bill. In addition, it is important not only that payment is fair, but also to the extent that it is also recognized by all employees. Some employees, for example, indicate that the personal contribution of each manager or specialist to providing high performance indicators is usually non-equivalent to the official salary. However, often bonuses are distributed in proportion to the basic salary.

Summing up the results of this section, we will conclude that productive work delivers pleasure. Scientists believe that the feeling of a well-executed work is a pleasure for itself and, obviously, contributes to improving the effectiveness (efficiency) of labor. The management practice confirms this view and notes that high performance is the cause of total satisfaction, not its investigation.

Scientifically proved that there are various ways of motivation, the manager must:

- 1) first, establish a set of criteria (principles) that have the most qualitative effect on employee behavior. These criteria form the employee's personal philosophy, which is the basis for choosing their own behavior. By developing this philosophy, the manager can create a work environment that will motivate employees. This organizational climate will have a significant impact on the attitude of workers to the cause and they will be easier and less painful to perceive the rules and regulations of the organization;

- 2) second, to create an atmosphere conducive to motivating the workers;

- 3) thirdly, to actively communicate with their employees, because in order for the worker to be fully motivated and working with full dedication, he must clearly imagine what is expected of him. This is important not only because employees are aware of the expectations of their managers, they need to talk

about how they perform their work. Direct communication with the leader testifies to its equal availability for all workers. Feedback provides a solid foundation for motivation.

Consequently, the main measures to improve the system of motivation of labor at enterprises can be attributed: increase in sectoral minimum wages; creation of a mechanism that ensures the remuneration of employees in strict dependence on the real results of their work; increasing the motivation of the staff in increasing the efficiency of production by increasing the share of saved resources remaining at the disposal of production managers; improvement of certification system of managers and specialists of the industry, increase of objectivity and accuracy of results of attestation; clarification of the indicators of the evaluation of the activities of sectoral workplaces, subdivisions and enterprises in order to more fully reflect the tasks facing them and the functions being implemented; formation of a council for social protection for the coordination of social policy and, in particular, all elements of the system of motivation of labor (payment of labor, granting of social privileges, etc.).

Conclusions and suggestions. Thus, considering the main theoretical aspects, we believe that competently constructed system of motivation allows you to get the maximum return on each employee. That is, the main purpose of the system of motivation is to create such incentives and working conditions that employees wanted to work in order to achieve their tasks, which will increase the effectiveness of the enterprise. And the lack of employees' desire to work, that is, motivation, often leads to some problems, namely: low productivity and quality of labor, high turnover of staff, and the inability to attract the necessary specialists. Thus, the effectiveness of motivational activities in an organization can be achieved by providing a management subsystem of maximizing the level of organization of work and management, as well as encouraging staff to self-development for further professional growth. For a fair assessment of work in quantity and quality it is necessary to have levers to stimulate the factors of productive labor, such as qualifications of the worker, place and complexity of work, contribution to the final result. There are various types of incentive payments for this, which include: pay-as-you-go, bonus payments, intensity and high performance benefits, payout for particularly important and urgent work, pay for continuous work, tension bonuses and special working conditions ; raising factor to the salary.

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