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TECHNOLOGY, CREATIVITY, IMPLEMENTATION

MOTIVATION AS A DETERMINANT FACTOR IN PERFORMANCE

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Summary

The problems of staff motivation are considered in the paper. Motivation is a process of influencing the human worker occupies an important place in the system of enterprise management, personnel management, and labor management.

The purpose of the paper is to substantiate the need to motivate employees to work effectively, using a systematic approach to the choice of tools to influence the person as a subject of labor.

The essence of motivation is defined as a set of motivating reasons, factors under the influence of which the employee acts in a particular situation. The role of needs, interests, values, and motives in creating the conditions for effective work, which necessarily includes the quality of work, is substantiated. Moreover, in modern conditions, effective quality work is decent work. The main approaches to the definition of “motivation” are given and the essence of the material and intangible motivation in the enterprise is revealed. The necessity of a systematic approach to the formation of types of motivation, needs, motives, incentives, a modern worker who seeks not only material prosperity but wants to engage in interesting, meaningful work, to enjoy it. Characterizing the basic theories of motivation, the authors substantiate the possibility of their use in practice to create conditions for effective work in the enterprise. Motivation is seen as a factor of work efficiency.

Keywords: labor efficiency; decent work; needs; interests; motives; incentives; work results; labor behavior.

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1. Introduction

The 21st century sees work as the basis of economic growth and human development, as decent work. Work that is productive in conditions of freedom, equality of security, and respect for human dignity. Decent work provides a fair wage, safety in the workplace, quality social protection for the employee and his family members. It promotes the personal development of the worker, gives him freedom in working life, provides high results of individual and

collective activities. Effective work is focused on the high performance and quality characteristics of the employee. Effective quality work is primarily determined by the physical, intellectual abilities of man, which characterize the level of his competence, ability to perform work of a certain type, and complexity.

Moreover, quality work as a component of effective work is a sign of work, which affects the results of the implementation of labor functions of the employee and the achievement of goals set for themselves by the employee and the company.

The result of labor and labor costs in terms of labor efficiency must be optimal to ensure a sufficient level of competitiveness of the enterprise, products, works, and services. The employee must be interested in ensuring the optimal level of productivity and the appropriate level of labor intensity, savings, material resources, increasing the ability to work, its content, responsibility, job satisfaction, work in general. In this case, motivation is one of the most important types of management activities that motivate the employee to work, to achieve a certain goal of work and enterprise. Motivation, according to experts, is a function of involving staff in more efficient work.

2. The meaning of the concept of personnel motivation

Competition and its strengthening determine the special role of motivation in modern conditions. This role is to form and use the reserves of the organization to improve quality, efficiency, job satisfaction. On this basis – the creation of conditions to improve the welfare of employees, their self-realization, and development. The maximum return on the use of personnel, which provides increased productivity, the profitability of production, and the operation of the enterprise, is the main purpose of motivation.

Effective personnel management, human labor is associated with understanding human needs. Only by knowing what motivates a person to action, what motives underlie his activities, you can find methods of motivation. Only by understanding and knowing what motivates the employee to certain actions in the process of work, you can form approaches to motivate effective work. Motivation for work is a very complex process, so there are many definitions of motivation.

Kibanov A.Y. considers motivation as a process of a conscious choice by a person of a particular type of behavior, which is determined by the complex action of external (incentives) and internal (motives) factors. Vikhansky OS offers the following definition: “A person's motivation to act is understood as a set of driving forces that motivate a person to perform certain actions.” According to Vesnin V.R., motivation includes the inner state of man, and what is outside him, defined as an incentive or task. Tsvetaev V.M. considers motivation as a process of activating the motives of employees and creating incentives to encourage them to work effectively. In the work of Meskon M., motivation is defined as the process of motivating employees to work to achieve the goals of the organization (*Kolot, 2008*).

Thus, summarizing the different approaches, we can determine that motivation is a process that, under the influence of a combination of external and internal factors, motivates the worker to certain actions based on the purpose of the enterprise. Among these factors are human needs and interests, social and value attitudes, expectations, and most importantly – the individual position of the employee as a person to certain situations, phenomena, factors. The incentives used by the organization where the person works deserve special attention. Based on this, the effective motivation of the employee requires the optimal ratio between the means of internal and external motivation. According to experts, the

system of motivation should be specific, adapted to the conditions of a particular organization (Maslova, 2019).

Also, it should be borne in mind that the basis of motivation of the individual employee and the workforce are the needs, interests, abilities, desires, expectations, values. Therefore, the influence of motivation on human behavior in work depends on many factors, which makes it possible to identify the needs – material, labor, and status motivation; by methods of use – regulatory, coercive, stimulating; by sources of origin – external, internal; by a focus on achieving the goal – positive and negative.

In the system of labor management, personnel, first of all, pay attention to material motivation, which is the desire for well-being, high standard of living and depends on the employee's income level, its structure, income differentiation, the efficiency of material incentives used in the enterprise. Work motivation is directly related to work, its content, organization of work, and its mode. Such motivation is generated by the enterprise itself and is internal. In modern conditions, its role is very important because a modern worker is satisfied only with a high salary. He feels the need for meaningful, interesting, useful work, prospects for career growth, self-esteem if the results of his work are high quality and highly valued. Work motivation is related to the level of content, the usefulness of work, as well as self-expression, self-realization of the employee.

The desire to become a specialist, a professional, to enjoy a certain authority, and to occupy a certain place in the workforce, family, society is directly related to status motivation. It is the inner driving force of human behavior, associated with the desire for a higher position, more complex and responsible work, which is prestigious, both in the enterprise and in society. A person – a worker striving for leadership in work, the team, wanting a higher unofficial or official status, gets more pleasure from work. And the work becomes more productive and efficient.

Given the characteristics of each member of the workforce, the capabilities of the enterprise must optimally combine measures to implement labor, material, and status motivation. It should use a set of ideological psychological actions, namely: persuasion, informing; within the normative motivation. Under certain conditions, practical activity justifies the use of power to motivate the employee to the desired labor behavior for the company. That is, sometimes coercive motivation is necessary. Incentives are a special set of measures that are an integral part of motivating a person to a certain work behavior through external circumstances, rather than specific actions on the employee. Here we are talking about certain benefits – incentives, such as wages, bonuses, surcharges, the prestige of the profession and work, gratitude, the possibility of self-realization.

From the point of view of conditions for effective work, the most relevant should be the stimulation of labor itself, increasing the content of labor, improving working conditions, enriching labor. Incentives should be considered as an indirect type of motivation, the basis of which is the action of external factors. As for external and internal motivation, they are closely related and cannot be distinguished. In various work-related situations, motives arise and are formed for both internal and external reasons.

In practice, managers should use the influence of all types of motivation on the employee. Material incentives, especially important, prestigious work, trust in the employee and his responsibility – all this has a positive effect on the subject of work and his attitude to work, work and is a positive motivation. However, motivation can be negative, when to achieve the desired result, various sanctions are used – financial penalties, reduction of social status in the team, psychological isolation of the employee, demotion. However, they must be understandable and communicated to all employees (Goncharov, 2008: 68–71).

3. Methods of studying the motivational sphere

Formation of internal motivating forces for human labor behavior; the choice of external forces related to the stimulation of labor, requires effective management of motivation to determine the requirements for the employee in the process of work; desired, in terms of achieving the goal of employment and enterprise, expectations from him. This is the need to apply and combine different approaches, content, tools of motivation theories in practice. Modern theories of motivation are considered in terms of substantive and procedural theories, which are constantly evolving and improving.

Substantive theories are based on the study of human needs, which are the main motive for activity. Proponents of this approach are Abraham Maslow, K. Alderfer, David McClelland, Frederick Herzberg, and others. According to Maslow's hierarchy of needs, the basis of motivation is needed that need to be constantly studied. Its proponents believed that the subject of psychology is behavior, not human consciousness. Behavior is based on human needs, which can be divided into 5 groups: self-expression, respect, communication with people, the need for security, physiological needs. In presenting his theory of ERG (existence, relations, growth), Clayton Alderfer also assumes that all the variety of shell needs can be divided into groups. In contrast to Maslow's hierarchy of needs, Alderfer believes that it is sufficient to distinguish three such groups: the needs of existence, the needs of communication, the needs of growth. These needs groups are also arranged in a hierarchical sequence. However, according to Maslow's hierarchy, the hierarchy assumes a movement from need only from the bottom up (satisfied the need of a lower level, moved to a higher level), while Alderfer can move in both directions. The desire for success, the desire for power, for recognition is the need of the highest level according to the theory of McClelland. These needs motivate a person to occupy senior positions in the organization. Frederick Herzberg created a two-factor model that explains the influence of material and non-material factors on employee motivation and job satisfaction.

In contrast to substantive theories, procedural theories are about the distribution of efforts of employees and the choice of a certain type of behavior to achieve specific goals. Such theories include W. Vroom's model of motivation, the theory of justice, and the Porter-Lawler theory or model. To motivate work according to Vroom's theory, the employee must have such needs that may be largely satisfied with the expected rewards. In turn, the manager must meet the expected needs of the employee through a system of incentives. The theory of justice makes it possible to assess the effectiveness of motivation by comparing the employee's system of rewards received by other employees, with the number of his incentives. L. Porter – E. Lawler's theory of motivation is based on a combination of elements of the theory of expectations and the theory of justice, the relationship between reward and results is introduced. There are other theories, but one way or another the vast majority of authors (Adamas, Lawrence, Vroom, Griffin, Hackman, Oldham, and others) conclude that motivating factors, needs, and expectations exist in parallel and do not contradict each other, and complement each other. one, and for each individual the combination of motivational factors and needs is unique (*Kibanov, 2009: 234*).

Thus, meaningful theories express a certain view of motivation, confirmed by empirical research and focus on the analysis of the factors underlying motivation, and pay little attention to the analysis of the motivation process, which is the main disadvantage of all meaningful theories of motivation. Procedural theories do not dispute the existence of needs but believe that people's behavior is determined not only by them. All the above theories, one way or another,

prove that motivation gives a person a certain purpose. Achieving the set goals provides personal restoration of physical and social balance and makes a person more confident and successful, answers the question of what a person works for.

4. Analysis of the proposed measures

The development of science, technology, the introduction of new technologies increasingly complicate the work performed by employees; and contribute to the enrichment of labor, which requires improving the humanization of labor, minimizing the negative consequences of labor for humans. This, in turn, helps to increase job satisfaction, productivity, and efficiency. As for the motivation of work, in modern conditions, the basic ideas of substantive and procedural theories find their practical use. The study and application of the provisions of the theories of Maslow, Alderfer, McClelland, Herzberg, and other followers of content theories makes it possible to implement in enterprises sound programs for the formation and development of the capacity of each employee and labor organization; programs to involve employees in management; to develop non-traditional forms of organization of working hours, creation of the Bank of working hours. The development and improvement of procedural theories, the use of their ideas have formed the perceived human worker as a person who has their characteristics, vision, expectations, perception of a particular work situation, needs, behavior. On this basis, the dependence and relationship between the level of job satisfaction and work efficiency were formed. To ensure this sustainable direct dependence in practice, material incentives are widely used; motivation by meaningful, creative work; participation of employees in enterprise management; various awards and recognition of achievements; training and encouragement of staff development.

Today, every employee, every company requires high dedication and quality of work, which is associated with competition for market space, for the consumer, and their financial well-being. Therefore, motivational monitoring as a system of constant monitoring, control of the state of motivation in the enterprise becomes relevant. Prompt diagnostics, evaluation, and high-quality timely management decisions will increase the efficiency of work and production in general. According to experts, in this regard, it is advisable to study:

- motivation based on basic needs. The purpose, in this case, will be to direct the efforts of the employee to the realization of certain values of labor. For some employees, material incentives are attractive, for others moral;
- attitude to work. Through sociological research determine the motives that are most attractive to the employee in terms of the main place of work, additional (if any);
- motives that motivate to work. This approach involves a quantitative assessment of indicators of economic and social efficiency, wage efficiency;
- motives that shape the labor behavior of the employee and staff in general. – motives that shape the labor behavior of the employee and staff in general.

5. Conclusions

The staff of the enterprise, each member of the labor collective must consider, perceive their work, work, understanding that the basis of a socially-oriented society and economy is a humanistic approach, humanization of labor, social dialogue, and industrial democracy. In practice, this means enriching labor, increasing its content, achieving a compromise of interests in the field of labor and social relations; optimizing relations based on social partnership;

increasing the role of staff. Fair wages and their effective organization at the enterprise and the state level; attractive and creative work, which requires the responsibility of the employee for the results, characterizes the high level of his activity and innovative nature of work; a person's desire to be an expert in his field, to enjoy respect, authority, to be a leader – the factors that affect a person's attitude to their work, form its perception as one of the most important needs in life. This, in turn, provides increased job satisfaction, which will improve the result of work and create conditions for the economic and social efficiency of work.

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