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ORGANIZATIONAL AND ECONOMIC MECHANISM OF STAFF MOTIVATION IN ENTERPRISES

ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНИЙ МЕХАНІЗМ ПРОЦЕСУ МОТИВАЦІЇ ПЕРСОНАЛУ ПІДПРИЄМСТВА

The article considers the formation of an effective system of labor motivation in the context of ensuring a high level of economic development of the enterprise. The organizational and economic mechanism of the process of personnel work motivation for enterprises has been developed. The methodological bases of the development of organizational and economic mechanism of personnel motivation are grounded on the basis of the methodology of determination of models of work motivation of employees with individual definition. The process of functioning of the organizational and economic mechanism of the process of motivation of the personnel of the enterprise is presented, taking into account the subject and object of management of the system and criteria of performance evaluation. Recommendations on the implementation of organizational and economic mechanism of staff motivation were developed.

The article describes a sequence of stages of a universal algorithm for evaluation and development of the process of motivation of the personnel of the enterprise a deep and comprehensive study, preparation and implementation of changes in the enterprise to increase its importance in the market. It is important for any mechanism to take into account the influence of the external and internal environment, and as a result of changing tasks and methods of work, there is a need to transform the structure of motivation of staff work in the enterprise. In this case, it is a constant process of determining the best organizational structure that facilitates the coordination of actions of individual units of enterprises, their information, rational distribution of tasks, responsibilities and powers. During the forming of the mechanism of the process of motivation, a commonly used classification of methods of motivation is taken into account. It has already been proven that an individual approach to motivation increases the productivity of each employee individually and the productivity of the enterprise as a whole.

Keywords: motivation system, incentive, motive, efficiency of personnel management, organizational and economic mechanism of motivation.

У статті розглянуто формування ефективної системи мотивації праці в контексті забезпечення високого рівня економічного розвитку підприємства. Розроблено організаційно-економічний механізм процесу мотивації праці персоналу для підприємств. Обґрунтовано методичні засади розробки організаційно-економічного механізму мотивації персоналу на підставі методики визначення моделей мотивації праці працівників з індивідуальним визначенням. Приведений процес функціонування організаційно-

економічного механізму процесу мотивації персоналу підприємства, з врахуванням суб'єкта та об'єкта управління системою та критеріями оцінки ефективності. Розроблені рекомендації щодо впровадження організаційно-економічного механізму мотивації персоналу.

У статті описано послідовність етапів універсального алгоритму оцінки та розвитку процесу мотивації персоналу, що дозволяє глибоке та всебічне вивчення, підготовку та впровадження змін на підприємстві для підвищення його значущості на ринку. Важливим для будь-якого механізму є врахування впливу зовнішнього та внутрішнього середовищ, і в результаті зміни завдань і методів роботи виникає необхідність у трансформації структури мотивації праці персоналу на підприємстві. В цьому випадку це постійний процес визначення найкращої організаційної структури, що полегшують координацію дій окремих підрозділів підприємств, їх проінформаність, раціональний розподіл завдань, відповідальності та повноважень. При формуванні механізму процесу мотивації враховується загальноживана класифікація методів мотивації. Доведено, що індивідуальний підхід до мотивації підвищує продуктивність праці кожного працівника окремо, та продуктивність праці підприємства в цілому.

Ключові слова: система мотивації, стимул, мотив, ефективність управління персоналом, організаційно-економічний механізм мотивації.

Introduction. In modern management, it is increasingly important to observe the motivational aspects of management. Personnel motivation is the key to ensuring simple and efficient use of resources and mobile staffing potential. The mainstreaming process of motivation is the largest amount of resources received from working people, which allows to achieve the overall efficiency and commitment of the organization. The subject of research is the formation of the organizational and economic mechanism of the process of motivation of the personnel of the enterprise that is capable to ensure the efficiency of enterprise competitive management.

The theoretical and methodological basis of the research is the works of the leading domestic and foreign scientists, periodical magazines, publications of statistics. Among the foreign authors researched problems of staff motivation in theoretical and practical aspects, we can distinguish the following: K. Aldefer, V. Vrum, F. Herzberg, D. McGregor, D. McClelland, A. Maslow, E. Mayo, M. Mescon, R. Owen. Ukrainian authors mainly pay attention to the issue of effective motivation of work in the enterprise, in particular, publications of such scientists as Afonin A., Abramov V., Bazileva M. [2], Boginya D., Grishnova A., Dmytrenko G., Doronina M., Eskov A., Zavadsky I., Carlin M., Kolot A. [4], Vikhansky O., Lyubomudrova N., Kuzmin O., Sladkevich V., Shtanhret A. [7]

Setting objectives. The goal of the research is to determine the most rational way of constructing the organizational and economic mechanism of the process of motivation of the personnel of the enterprise for its effective functioning and development.

Methodology. The following research methods were used in this work: analysis and synthesis – to determine the features of motivational systems;

comparison and grouping – to improve the scientific and methodological foundations of the motivational mechanism; generation of tables, graphs, forecasting and generalization – to build a mechanism of personnel work motivation process.

Research results. The objective of the organizational and economic mechanism of the personnel motivation process is the formation of an effective management structure in the motivation system in order to coordinate work at the enterprise in this direction. It is important for any mechanism to take into account the influence of the external and internal environment, and as a result of changing tasks and methods of work, there is a need to transform the structure of motivation of staff work in the enterprise. In this case, it is a constant process of determining the best organizational structure that facilitates the coordination of actions of individual units of enterprises, their information, rational distribution of tasks, responsibilities and powers. The organizational and economic management mechanism should establish a clear interconnection of the departments of the enterprises within the enterprise and ensure the unity of their goals. The implementation of management as a process involves a certain order of performing various functions, as well as preparing and making key decisions.

The process of functioning of the organizational and economic mechanism of motivation of the personnel of the enterprise is schematically presented in Fig. 1.

The work of the organizational and economic mechanism of the process of formation of staff motivation should be aimed at increasing satisfaction among employees and increasing productivity, in accordance with the profitability of production. The effective functioning of the organizational and economic mechanism of the process of motivation of the personnel of the enterprise is possible in the presence of a set of resources (legal, intellectual, information, organizational and financial), ensuring the fulfillment of all its functions.

The basis for building an organizational and economic mechanism is a sequence of stages and basic elements of the process of staff motivation, which in turn is provided through the principles and methods of motivation. Each stage of the staff motivation process has its own levers and elements.

In the modern theory of motivation, the interpretation of the concept of “reward/remuneration” is much broader than just money or pleasure. In the general sense, remuneration means all that is of value to a particular person. However, it should be borne in mind that for each person, the assessment of remuneration and its relative level, is different, due to differences in understanding of values. In determining the forms and methods of remuneration, individual or group personalization is performed, which is the basis for the construction of all models of motivation, with mandatory consideration of material needs, wages, which may not be the sole purpose of work [4; p. 184].

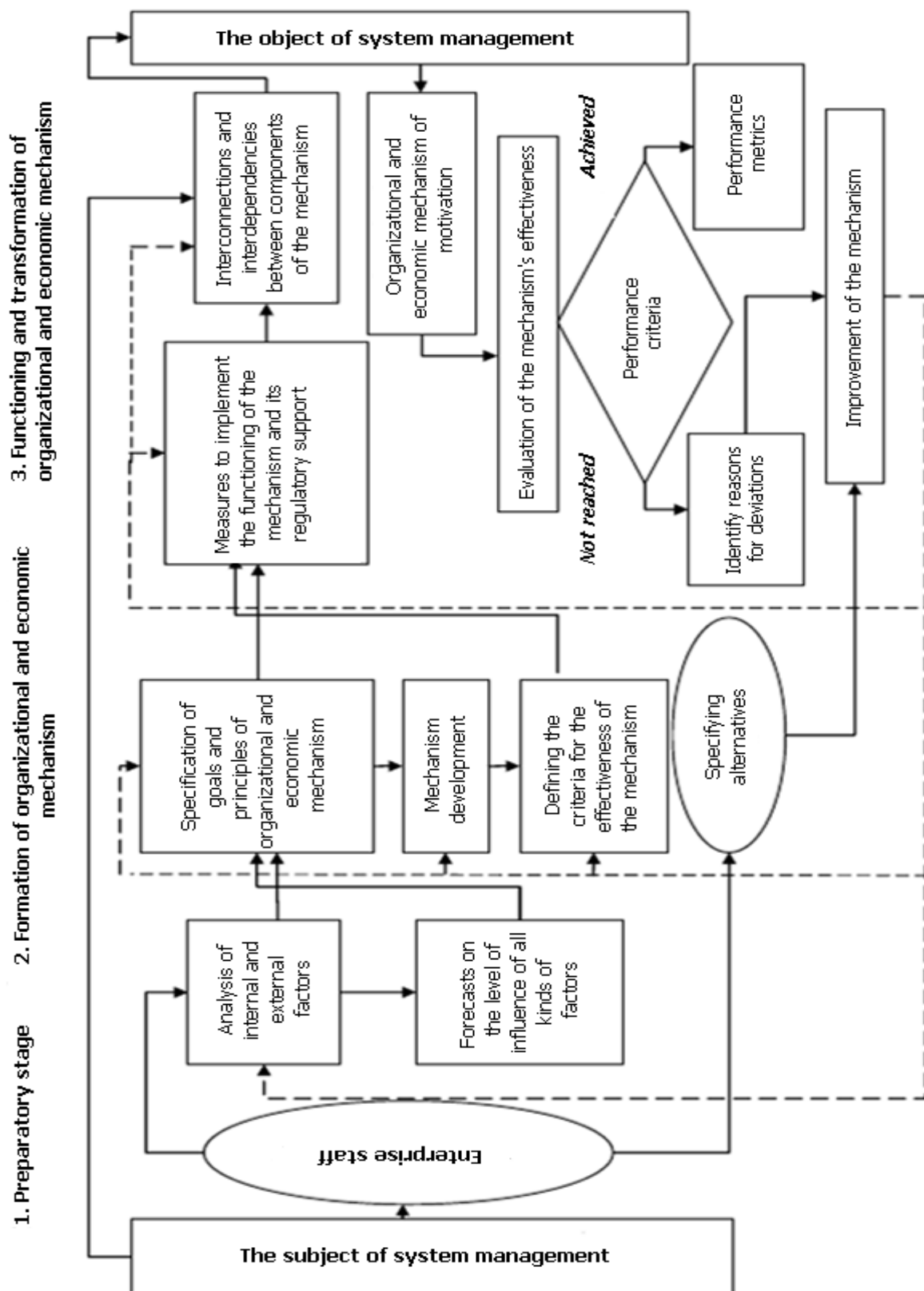


Figure 1 – The process of functioning of the organizational and economic mechanism of motivation of the personnel of the enterprise.

Source: made by author

The effective functioning of the motivation system is provided with material incentives and is based on the following *basic principles of staff motivation*: the principle of achievement – considers the system of remuneration, which is built on the accounting and evaluation of the achievement of the planned economic indicators of the enterprise and the contribution of each unit (employee) in the overall results of the enterprise [1; p. 307]; the principle of responsibility – involves assessing the ability of employee to take responsibility for the work that he/she performs; the principle of recognition – is characterized by all kinds of cash benefits: constant (guaranteed) and variable (additional), which is used in addition to the guaranteed; principle of growth – provides that guaranteed remuneration should act as a stimulus to the employee’s work in order for the employee to work hard at his/her work with the highest return and efficiency, and the variable part of the salary should be linked to the individual performance; the principle of polymotivation of the labor process – takes into account that the activity of a single employee is influenced by an infinite number of motives, which are taken into account during the formation of effective motivational mechanisms at the employee’s work; the principle of hierarchical organization of motives – determines the dominance of motives that need to meet the most urgent needs; the principle of fairness – describes the desire of employees to establish fairness in their relations with the organization, since violations of the conditions of balanced justice can lead to tension and a decrease in work activity; reinforcement principle – considers the automatic orientation of the motivational process to the promotion of motivated staff, and the restriction of those who neglect to the established requirements.

During the forming of the mechanism of the process of motivation, a commonly used *classification of methods of motivation is taken into account* (Fig. 2).

The above division of motivation methods shall be amended by the motivation methods, which can be divided into individual and group, as well as external – benefits coming from the outside and internal – benefits provided by the work itself (sense of importance of work, self-esteem, etc.), such a classification is necessary to take full account of the motivation features of businesses [3; p. 327].

First stage. Situation analysis and collection of information, or current staff motivation system. At this stage, it is determined first of all whether it will be a completely new system of motivation, or whether it will be a system built on an existing system. It also depends on whether a new business or an existing one. If it is a new company and a new system of personnel motivation, it is important to analyze the state of the business environment of the company and gather information to form a new system of motivation. If the mechanism of the process of motivation of the personnel of the enterprise is developed for the existing enterprise, the analysis of the current system of motivation of the personnel is taken into account, on the basis of the obtained results the strengths and weaknesses of the existing system are revealed.

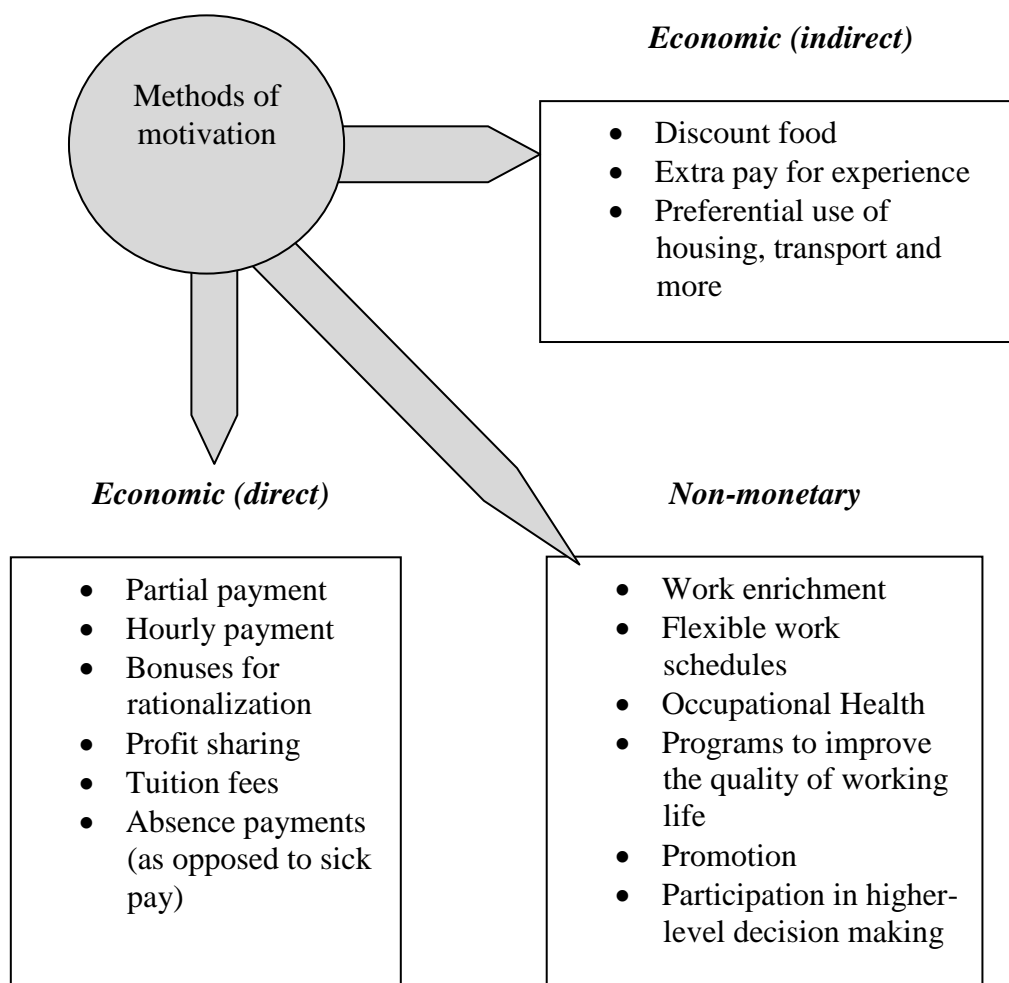


Figure 2 – The classification of methods of motivation

Source: drafted by the author, based on [2]

Second stage. Identification of priority directions of formation of the personnel motivation system: purpose, tasks, criteria, object, procedure. Understanding the weaknesses of the motivation system, priority directions for the formation of a new system are offered. For a new enterprise and a newly built system, components from different systems of other similar enterprises are assembled. For businesses that are changing the existing system, it is important to justify the main aspects of the proposed areas. In determining the priority areas, such elements of the motivation system as goal, task, criteria, object, procedure are taken into account. The purpose is understood whether the basic purpose of the system of motivation ensure the effective activity of the enterprise. The task is accordingly the steps of achieving the main goal of the personnel motivation system, prescribing a set of measures for the implementation of the proposed directions. The criteria, being the main features of the direction, are specified for the formation of exactly the direction of improvement, which will meet the

requirements of the enterprise and its goals. For each direction there is an object according to which the procedure for introducing the priority direction is established.

Third stage. Formulation of goals and basic parameters of motivation in the enterprise (motivators, types of motivation). At this stage of development of organizational and economic mechanism of the process of motivation of the personnel of the enterprise are considered motivators and types of motivation. Types of motivation are shown in Fig. 3, and are defined as needs, interests, motives, values and motivational structure.

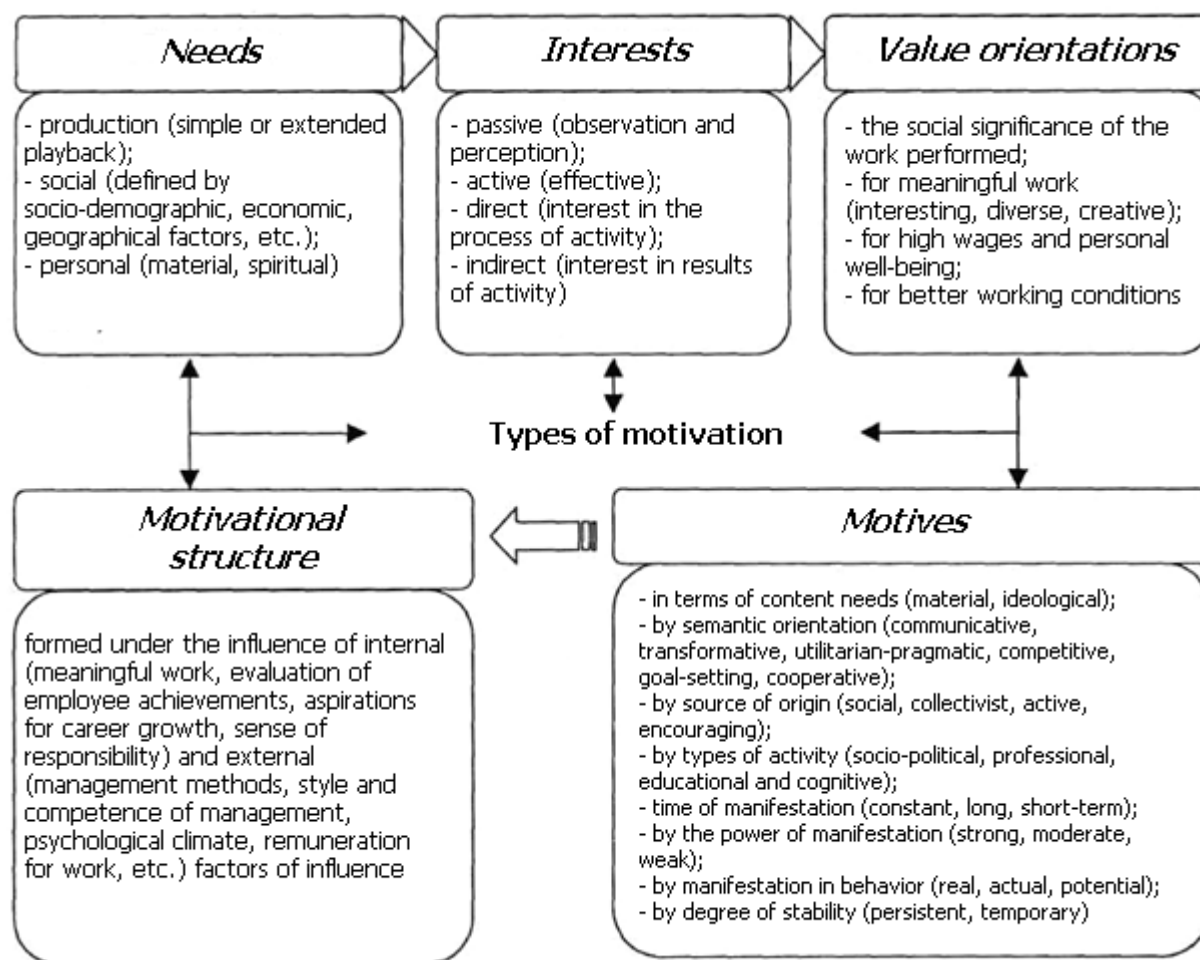


Figure 3 – The types of motivation

Source: drafted by author, based on [5]

Motivators, in its turn, are divided into material, professional, personal and psychophysiological. Material motivators include the system of remuneration, participation in the profits of the enterprise, benefits. Professional motivators are the level of education, professional skills, work experience, self-education. Personal motivators include competence, responsibility, initiative, ability to learn and generate ideas.

One of the most important groups of motivators is psychophysiological, which has the following components: staff rotation, social guarantees, system of development of work collective, improvement of working conditions, prestige of work and conflict of the collective.

Fourth stage. Building a system of incentives by models of motivation: model of needs, model of expectation, model of justice. All models are built on the part of the motivators.

The construction of any model of motivation involves the consideration of psychological aspects and the role of socio-economic conditions (Fig. 4).

The theories of motivation models are grouped by distinguished species, influencing factors, and constituent elements. Thus, the theory of needs are distinguished by following types: self-expression, respect, social, security and security and physiological.

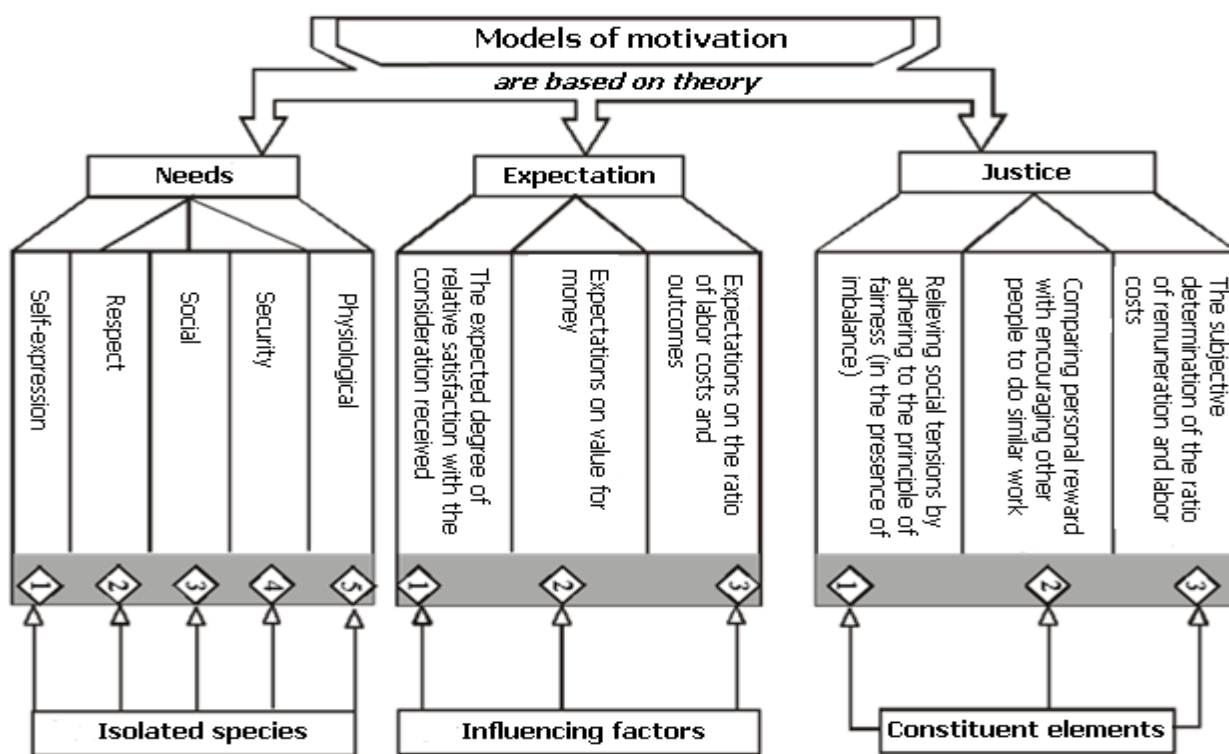


Figure 4 – Characteristics of staff motivation models

Source: drafted by the author, based on [6]

Expectancy theory considers the factors that influence the motivation process and includes expectations about the ratio of labor costs and outcomes, expectations about the ratio to remuneration, and the expected degree of relative satisfaction with the remuneration received. The theory of justice has 3 components, namely: the subjective determination of the ratio of remuneration and labor costs, the comparison of personal remuneration with the encouragement of other people doing

similar work, the removal of social tension through compliance with the principle of justice (in the presence of imbalance).

To determine the optimal model of motivation of the work of personnel, the influence of the management subsystem of the enterprise on the factors of employee behavior is taken into account. The definition of the elements of individual psychology, which determines the actions of each employee, should be taken by the collective psychology of certain groups of workers, which allows us to perceive motivation as a probabilistic process. The probabilistic process involves taking into account one motivating aspect of an employee in different situations, or lack of motivation of another employee in a similar situation, similar conditions. Therefore, it is necessary to build multifactor models of motivation that take into account both the functions of the needs, expectations and perceptions of employees of the fairness of remuneration [7; p. 143]. Effective work of an individual employee is ensured by his/her individual abilities, existence of personal interest and understanding of his/her contribution to the work of the team.

The amount of labor costs depends on the employee's assessment of the adequacy of the level of remuneration and confidence in its receipt.

The main *factors influencing the behavior of an employee*, which are taken into account in the formation of the system of motivation of his work activity, are: 1) physical type of personality (age, gender, etc.), 2) level of self-awareness and education, 3) professional training, 4) psychological climate in the team, 5) the influence of the environment [6; p. 111]. In forming of an effective system of staff motivation, collective psychology involves assessing and taking into account the level of relationships between employers themselves and employees; heads of organization, departments and divisions with their subordinates; the collaboration of working groups that have joint functions.

Fifth stage. Drafting of internal normative documents, that regulate motivation system. This stage involves the development of documentation on the basis of the chosen model of motivation, registration of documents by departments and profiles with the prescription of the peculiarities of motivation of staff. First of all, the provisions of the personnel motivation system should be developed by management levels, by department, indicating the mandatory motivators for the selected category. Based on the general regulations, provisions should be developed for each department.

A mandatory document for the enterprise motivation system should be rules that outline the individual motivation of employees. It has already been proven that an individual approach to motivation increases the productivity of each employee individually and the productivity of the enterprise as a whole. Therefore, one of the elements of the motivation system should be the individual motivation plans of each employee, which in turn should be a mandatory additional element of the employee's work card.

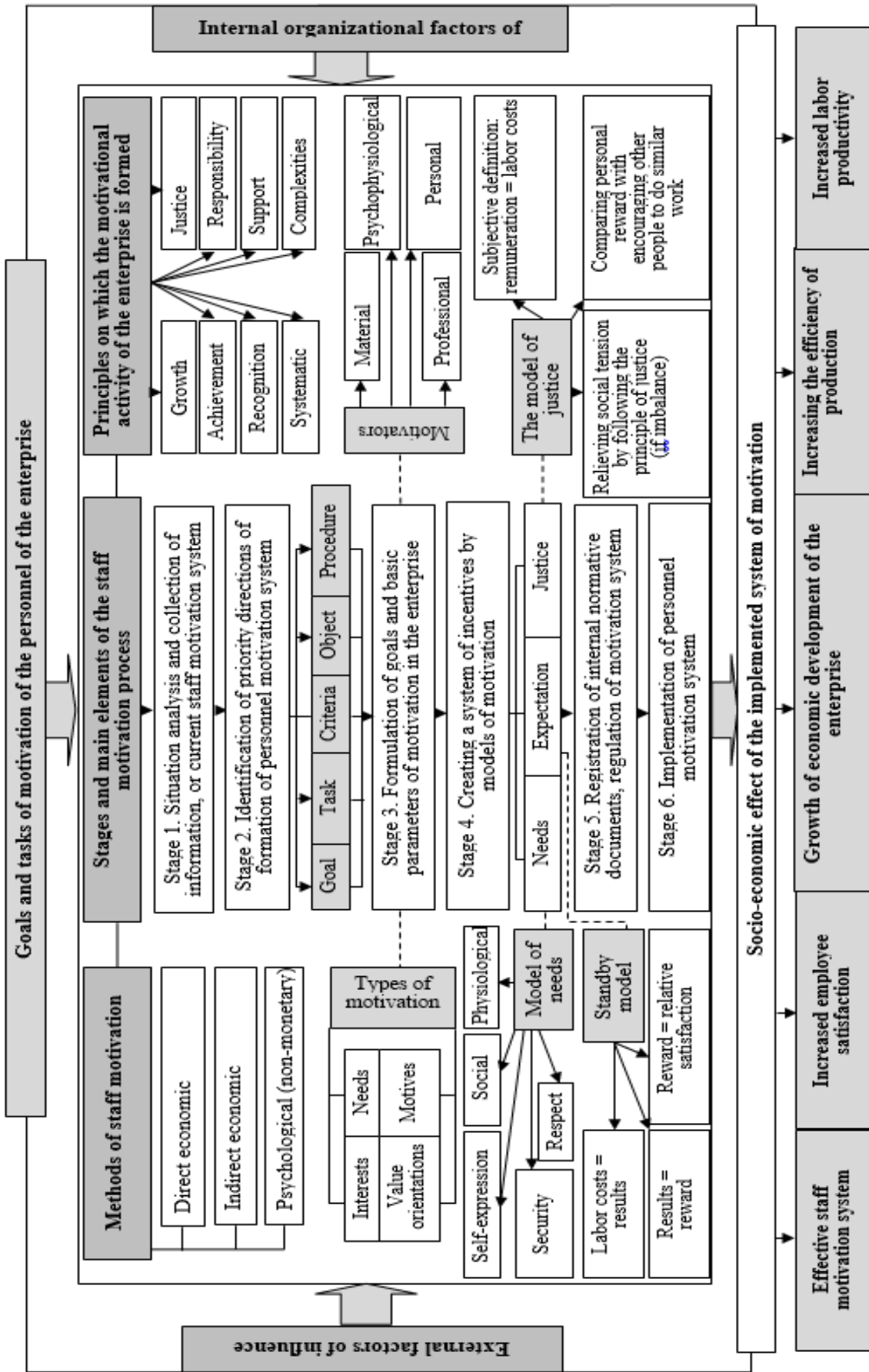


Figure 5 – Organizational and economic mechanism of the process of motivation of the personnel of the enterprise
 Source: drafted by author

The sixth stage. Implementation of personnel motivation system. The first step of this stage is to bring information about the main provisions of the new system of motivation to all employees of the enterprise, with a possible signing of the notification. The second step of this stage is to bring information to the executives in order to draw up a plan for compliance.

The enterprise motivation system is based on the following requirements: provision of equal opportunities for employment and job promotion on the basis of performance criteria; reconciliation of the level of remuneration with its results and recognition of personal contribution to the overall success. This implies a fair distribution of sentries depending on the degree of productivity gains; creating the right conditions to protect the health, safety and well-being of all employees; providing opportunities for professional skill growth, realization of employees' abilities, ie. creation of training programs, advanced training and retraining; maintaining an atmosphere of trust in the team, an interest in achieving the common goal, the possibility of two-way communication between managers and employees [5].

The socio-economic effect of introducing a personnel motivation system based on the application of the proposed organizational and economic mechanism of enterprise staff motivation will be the following: an effective staff motivation system will be built and will allow to increase staff satisfaction. Which in turn will lead to increased productivity and production efficiency. Accordingly, an effective system of motivation will allow achieving economic growth of the enterprise.

Conclusions. The main objective of the article was to form an effective system of labor motivation in order to ensure a high level of economic development of the enterprise. As a result, the development of organizational and economic mechanism of the process of personnel work motivation for enterprises has been done.

The scientific novelty of the research is the development of the sequence of stages to form structural elements of the organizational and economic mechanism of personnel motivational process in the modern conditions and determination of the directions for solving problem issues in this industry. The results of the study may be used for practical economic activity, as well as for the calculation of the productivity and efficiency level of enterprises in order to gain the long-term competitive advantages of industries in general.

The work described in this article can be expanded and researched further by construction of the algorithm for the implementation of the proposed organizational and economic mechanism of the process of staff motivation at the enterprise, and the definition of additional implementation measures.

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