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THE ROLE OF LABOR MOTIVATION IN PERSONNEL MANAGEMENT IN MODERN CONDITIONS

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Summary: *The article reveals the concept “motivation” and its impact on the effective organization’s activity in modern management. It has been established that in recent years a lot of works have been devoted to the analysis of existing systems of staff motivation and measures to improve them have been proposed. However, in the presence of a large number of scientific studies that reveal the problem of staff motivation, little attention has been paid towards the issue of motivational management analysis. The main focus is on the study of the motivational management impact on the effective organization’s operation. Measures to improve the motivation system that will allow organizations to maintain a competitive position in conditions of uncertainty have been proposed. It has been found out that in modern management, staff is one of the most complex types of resources.*

They require appropriate working conditions, support of continuous development and improvement of their skills and abilities. It has been substantiated that with the help of motivational management it will be possible to ensure honest, high-quality performance of all the duties assigned to the organization’s members. It has been established that motivation is closely related to other functions of production management, such as planning, organization, control.

The importance of forming a system of interdependence between the goals of the organization, the goals of structural units and the goals of each individual employee has been proved, as well as a fair relationship between the amount of the organization’s staff remuneration and their effective work has been established. It has been proved that the key to the effective organization’s activity is the realized human potential. It is advisable to develop an effective motivational mechanism for staff management that will meet the market management conditions and thus ensure the successful organisation’s activity and development. It has been established that the effectiveness of resource management is achieved through its rational use, which will ensure the successful activity and development of both the organization and the economy as a whole.

Key words: *motivational management, activity efficiency, labor productivity, material motivation, intangible motivation, incentives, organization.*

Formulation of the problem.

In conditions of competition, human potential is a determining factor in the development of the organization. Motivation becomes an important element in the system of work with labor potential and effective organization. However, the vast majority of managers use only material motivation, and this in a crisis, due to lack of funds for wages, devalues the orientation of staff to increase productivity. It is necessary to expand the prospects for the use of modern methods of intangible incentives, which in a changing environment will allow to achieve the intended results. The task of the organization is to motivate employees to do quality and



productive work, the duty of staff is to consciously and responsibly perform the tasks. It is advisable to develop an effective motivational mechanism for personnel management that will meet the market conditions of management, and thus ensure the successful operation and development of the organization.

Analysis of recent research and publications.

Such scientists as GL Verbytska paid attention to the problem of motivational processes in modern management. [1], Shchokin GV [2], Vikhansky OS [3], Grinyova VM [4], Potemkin SK [5], Sochenko VM [7], Lukyanova NA [8], Kolot AM [10] and others. Research on the impact of motivational management on the effective operation of the organization is still relevant.

Formulation of the goals of the article (task statement).

Analyze the theoretical and methodological principles of motivational management, explore its impact on the effectiveness of the organization and develop recommendations for improving motivational processes in modern management.

Presenting main material.

In the scientific literature, the study of motivation is devoted to a large number of scientific papers, the lack of unambiguous interpretation of the concepts of "motivation" and "motivational management", due to the excessive complexity of the phenomenon of motivation, so this issue has not lost relevance today.

The concept of "motivation" in its evolution has changed from the policy of "whip and gingerbread" (punishment and reward) to the "concept of human resources" (perception of the worker as a key figure in production, which depends on the final results of production) [1]. Motivation is a set of driving forces that motivate a person to perform certain actions; the process of conscious choice of a certain type of activity due to the complex influence of external (incentives) and internal (motives) factors [2]. However, even today, there is no unambiguous definition, some authors consider motivation as a set of driving forces that motivate a person to perform certain actions [3], others - as a process of motivating themselves and others to work to achieve goals [4; 5]. Motivation is the driving force of human behavior, and staff motivation is an important condition for effective work of employees in the interests of the organization. An effective manager must understand the content of motivation, ensure a healthy morale in the team and encourage employees to work hard (6).

Motivation permeates all stages of management, contributes to the activation of highly productive work, maximum satisfaction of the needs of employees, the development of their potential [7]. Each individual employee is perceived in the company as an independent, self-sufficient unit that cannot be replaced at any time. At the same time, this is the complexity of motivational management, as each employee has an individual set of motives that change over time, and which must be constantly under the control of management.

Motivational management, in essence, should be aimed not so much at influencing employees, as based on the classical understanding of management as a whole, but at the continuous and continuous study and research of each individual employee with his individual, specific, unique needs. motives, interests, values, preferences. In general, motivational management is management in which the key



priorities are given to motivate creative, productive, proactive and professional activities [8]. It includes the organization of the production process, aimed at the coordinated interaction of all levels of the enterprise, from management to subordinates. Motivational management involves not only establishing the motives of activity, but also building management based on the priority of certain motives. Based on this, motives are used as a means of control [7]. Organizations with a small number of management levels, staff motivation is aimed at showing initiative, independence, complete freedom of action to achieve the task. Motivational management in such organizations is based on the ability to solve small production problems. Thus, motivational management includes the organization of the production process, which is aimed at the coordinated interaction of all levels of the enterprise, from managers to subordinates.

Motivational management should ensure honest, high-quality performance by all members of the organization of their responsibilities. The function of motivation is closely related to other functions of production management - planning, organization, control. When planning the work, the head is obliged to direct the efforts of employees of the organization in the direction that will lead the organization to the task. The goal set for employees must be clear, realistic and achievable. Proper use of motivational management makes it possible to eliminate staff passivity and low performance.

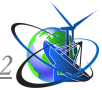
Motivating effect on employees is given by the positive assessment of the quality of work performed by the management and encourages them to perform their duties conscientiously in the future. The trust and value of each employee as an important member of the team, which goes to a common goal and the constant expansion of intangible motivation to work will cope with the most difficult task of the leader - staff motivation.

Effective management through the mechanism of trust is carried out by means of trust within the organization (enterprise) between heads of each division, between structural divisions, between employees, and also trust of the management to subordinates and on the contrary; trust of all members of the organization to the established purpose (goal) of the organization; trust in the union; trust in regulatory or supervisory bodies [9]. Successful leadership requires the support of your team, even though trust is always a risk, but you need to rely on your employees.

Control of all stages of production will help to identify deficiencies in the work, to determine the quality of work performed, on the basis of which the measure of encouragement / punishment of the employee is determined. Material motivation (increase in wages, bonuses, rewards) encourages a person who seeks to achieve a better standard of living, through monetary rewards to achieve high results in work.

Another factor influencing motivation during the coronavirus pandemic and with the development of modern information technology is the ability to work remotely. More and more employees are willing to work from home and have a flexible work schedule - these are the priorities of new generations of staff.

The pandemic has transformed companies into finding new strategies, as new competencies are needed to meet new challenges, managers and HR professionals. Leadership must be adapted to the new reality of intense change that requires



thinking, flexibility and growth. Managers need to remotely motivate and control staff to perform their duties and create safe working conditions. Speed of decision-making has become relevant and digital, so entrepreneurs have to modernize HR-strategies.

It is important to create new modern and innovative approaches to personnel management with the involvement of motivational factors. The new challenges posed by the quarantine restrictions associated with COVID-19 place fundamentally new demands on the process of personnel management, evaluation and efficient use, as well as providing hr-processes with productive staff to participate in business processes [11].

During the war, the external environment becomes a source of danger for the team both physically and informationally. We cannot isolate ourselves from the environment and completely ignore it. But we can get ourselves out of danger in time and stay vigilant to detect danger in time. Mentally, the manager should try to limit the negative impact of the external environment on themselves and employees. People feel fear, confusion and a whole palette of negative emotions. And they are annoyed and helpless because they can't influence the situation. What can a manager do? Speak the situation in words in a neutral and constructive tone as much as possible. The main thing is to establish a channel for the removal of negative emotions through words and actions. Speaking is the first stage of capturing events and understanding what is happening. It is a springboard for future objective assessment and planning. Reduce the flow of negative information to the team. Lead positive and constructive communication. For example, do not send information about the next shelling. Team members will learn this information without you. Maybe it's better to share the good news, or send analytical material that predicts developments. In general, scenarios should be discussed with the team. It helps to regain a sense of control and confidence [12].

Although this distinction and this description of managers may have been valuable a century ago, they are overlooked today because they are based on a misconception of what governance, leadership, and strategy entails in 21st century organizations. Such business practices have become so commonplace that we keep them in spite of everything. Today's organizations are people-centered - or at least they should be if they want to survive, prosper and retain their employees. They admit that it is people who force them to act. And people want inspiration, goals, autonomy and development, and places where they feel safe, connected and valued. Creating such a work environment requires leadership thinking and leadership skills. Not only from leaders who are traditionally considered leaders, but also from managers. This is especially true for managers, because they are the ones who work most directly with employees and, therefore, have a great influence on how people feel, behave and work. Anyone who holds a leadership position, manages a team, department or division in a modern organization needs exactly those qualities that are associated with leaders. Therefore, in terms of popular professional terminology, managers must also be leaders [13].

Conclusions and prospects for further research.

Everyone lives this period in their own way. The difficulty for the manager is



that he needs to "cope not only with himself", but also to support and organize the team. All eyes are on him. There are expectations from people that he or she will show leadership. Due to the care of the team, the manager is forced to communicate with people. Through the process of communicating with others, he will better understand himself. The role of the manager requires him to analyze the situation, make decisions and take a position. Position allows you to act. Actions speak louder than words. The manager becomes an example for his team. Employees can work only when they are in an appropriate emotional and mental state. The task of the manager is to diagnose himself and the team, as well as do everything possible to ensure a stable working environment. The manager should try to reduce the negative impact of the external environment as much as possible. Speak and comprehend the situation, conduct constructive communication, share positive news, speak scenarios. The manager will give each team member the opportunity to determine where he or she may be most useful in a war. Will be understanding and will appreciate everyone's choice. Will try to make the team a support and a source of security in difficult times. The manager will inform people that the goals and objectives they are working on continue to be important and necessary. Otherwise, he will formulate new goals so that they are adequate and take into account the context. The manager here is the provider of meaning. Meaning allows people to organize joint action and achieve results! And go through hard times.

Thus, as a result of our study, it is stated that motivation allows for effective organizational development. In turn, motivational management should be defined as a set of organizational and managerial measures of motivational direction, which mobilizes human resources and labor potential of the organization, ensures optimal use of financial resources and aims to achieve goals. Learning the basic techniques of motivational management, the use of these techniques in practice will help to become a reliable basis for successful development of the organization.

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URL: <https://www.management.com.ua/notes/nemaye-riznytsi-mizh-menedzheramy-ta-lideramy.html>

Анотація: В статті розкрито сутність поняття «мотивація» та її вплив на ефективну діяльність організації в сучасному менеджменті. Встановлено, що за останні роки багато праць присвячено аналізу наявних систем мотивації персоналу та запропоновано заходи з їх поліпшення. Проте за наявності великої кількості наукових досліджень, що розкривають проблему мотивації персоналу, питанню аналізу мотиваційного менеджменту приділено ще не достатньо уваги. Головну увагу зосереджено дослідженню впливу мотиваційного менеджменту на ефективну роботу організації. Запропоновано заходи для удосконалення системи мотивації, що дозволять організації втримати конкурентні позиції в умовах невизначеності. З'ясовано, що у сучасному менеджменті персонал є одним із найскладніших видів ресурсів, який вимагає забезпечення керівництвом відповідних умов праці, підтримки постійного розвитку та удосконалення своїх умінь та навичок. Обґрунтовано, що за допомогою мотиваційного менеджменту вдасться забезпечити сумлінне, якісне виконання всіма членами організації покладених на них обов'язків. Встановлено, що мотивація тісно пов'язана з іншими функціями управління виробництвом - плануванням, організацією, контролем. Доведено важливість формування системи взаємозалежності між цілями організації, цілями структурних підрозділів та цілями кожного окремого працівника, а також встановлено справедливе взаємовідношення розміру винагороди персоналу організації від їх результативної роботи. Доведено, що запорукою ефективної діяльності організації є реалізований людський потенціал. Доцільно виробити ефективний мотиваційний механізм управління персоналом, що відповідатиме ринковим умовам господарювання, і тим самим забезпечить успішну діяльність і розвиток організації. Встановлено, що ефективність управління ресурсним потенціалом досягається за допомогою раціонального його використання, що в результаті забезпечить успішну діяльність і розвиток як організації, так і економіки в цілому.

Ключові слова: мотиваційний менеджмент, ефективність діяльності, продуктивність праці, матеріальна мотивація, нематеріальна мотивація, стимули, організація.