

Formation of an Effective System of Personnel Motivation at Industrial Enterprises of Ukraine

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ABSTRACT

It is found that the level of competitiveness of enterprises, and stability of functioning largely depends on the efficiency and results of the work of personnel, and the level of their skills. The quality and timeliness of tasks, production, and the formation of creative ideas depend on the qualifications of employees. Therefore, an important indicator of a company's staff efficiency at the enterprise is labour productivity, the level which depends on the personnel policy, and the motivation system. It is determined that forms and methods of motivation affects the level of labour productivity, satisfaction with working conditions, interaction, and teamwork. It is determined that at industrial enterprises it is expedient to introduce modern forms of motivation of employees, which will affect not only the quality of staff work, increase interest in the results of work, but also the level of profitability, production, and sales volumes. Likewise, it is proved that the introduction of various forms of stimulation of personnel in a complex will ensure the efficiency of work, and stability of the functioning of the enterprise. Furthermore, it is found that the use of different forms and methods of motivation allows to establishment of the process of personnel management and ensures the efficiency of their work. Among the problems of personnel motivation at enterprises are defined as limited amount of financial support, low level of wages, unfavourable psychological climate in the team, limited access to information data, non-use of indirect methods of motivation, and inefficiency of personnel policy. Recommendations for improving the motivation of personnel at enterprises have been formed: conducting training and webinars for employees; advanced training and training in the field of software application; hiring qualified employees; study of the psychological climate in the team to prevent problems and solve them; improvement of the system of formation of premiums; formation of a social package; promoting self-development and teamwork. It is proved that motivation affects labour productivity, personnel management and the functioning of the firm, work results, and formation of competitive advantages. The system of personnel motivation for industrial enterprises has been improved, which consists of a set of elements and stages of formation, approbation, implementation, and improvement, which will contribute to increasing the effectiveness of employees, and the efficiency of enterprises.

Keywords: motivation, personnel, productivity, industrial enterprises, efficiency, personnel management, personnel motivation system.

INTRODUCTION

Relevance. Most industrial companies use outdated forms of motivation, which does not stimulate employees to work effectively. Accordingly, there is a need to study the stimulation of personnel at industrial enterprises and the formation of recommendations for improving motivation. An effective motivation system, there will be an opportunity to study the needs of employees, identify conflict situations,

and introduce effective forms of motivation for personnel, on whose work the production and sale of products, and work efficiency depend.

Methodology. An analysis of the latest studies has been carried out. Features of employee motivation are revealed in the publications of scientists: Васюта (2020); Джеджула, Єпіфанова, Гладка (2019); Климчук, Михайлов (2018); Нестерець, Ануфрієва (2018). The issue of using the motivation system at enterprises was investigated by the following scientists: Базалійська, Міщук (2016); Єпіфанова (2021); Жигалкевич, Нечитайло (2021); Зайцев (2018); Заставнюк, Липовецька (2019); Нікітін, Рукас-Пасічнюк (2014); Popelo, Zabashanska, Chorna (2020). The study highlighted parts of the common problem. There is no unified approach to staff motivation systems in industrial companies, which confirms the need for its improvement.

The aim of the article is to identify problems and formulate recommendations on how to improve the motivation of employees and, improve the system of staff motivation.

RESEARCH RESULTS

It is the introduction of motivation methods at enterprises that significantly affects the labour activity of personnel, the achievement of goals, and the growth of labour productivity. It is important to use and combine various forms of staff incentives, which will comprehensively ensure their effective work and affect the volume of production, sales, product quality, growth of revenue from the sale of products, net profit and, accordingly, the amount of wages, bonuses. Therefore, the study of the use of various forms and methods of personnel motivation plays an important role in ensuring the effective financial activities of enterprises. Also, with the help of motivation, you can effectively manage personnel.

Along with this, the organisation of personnel policy is important in increasing the competitiveness of enterprises. It is the personnel policy that affects the functioning of production, the use of labour resources, the search for qualified personnel, the creation of conditions for promotion, the formation of motivation, and the creation of a normal atmosphere in the team.

The issues of employee motivation, the use of various forms of staff incentives have been studied by the following scientists: Васюта (2020); Джеджула, Єпіфанова, Гладка (2020); Єпіфанова (2021); Климчук А. О., Михайлов (2018). The authors identified three types of motivation, in particular: direct economic (hourly, piecework, tuition fees, bonuses, profit sharing); indirect economic (payment for rehabilitation, provision of food benefits, sale of products at cost, additional payment for seniority); non-economic (promotion, job enrichment, health insurance, flexible working hours, occupational health and safety) (Джеджула et al. (2019); Климчук, Mikhailov (2018). Also in the work of Klymchuk, Mikhailov (2018) methods of motivation and stimulation of personnel have been proposed, and the following blocks have been allocated: motivation of the personnel of the enterprise; stimulation of the company's personnel. In the motivation block, the following components are allocated: extrinsic motivation (salary growth, promotion); intrinsic motivation (evaluation of the results by the employee and their correlation with the tasks performed); general corporate motivation (use of the same types of motivation for different groups of employees); group motivation (taking into account the needs and interests of individual groups and the formation of their motives); individual motivation (allows you to take into account the individual needs of employees); stable motivation (internal motives are taken into account); unstable motivation (requires material and non-material incentives); positive motivation (material and intangible); negative motivation (reduction of the percentage of surcharges, reduction of incentive measures, interest on allowances). The following components are allocated in the incentive block: material incentives (monetary and non-monetary); non-financial incentives (informational (access to information for employees), administrative (bringing employees to disciplinary responsibility for violation of labour rules), creative (training, internships, self-improvement, advanced training), political (influence on political views), social and psychological (respect among colleagues, prestige of the profession)) Климчук, Михайлов (2018). Monetary incentives play an important role in enterprises, i.e. wage

increases, payment of bonuses, allowances and surcharges. Along with this, non-monetary incentives are of great importance, i.e. insurance, vouchers, meals, transportation costs, creation of appropriate conditions for recreation, improvement of working conditions, provision of additional leave, etc. The use of various methods of motivation and stimulation of personnel work allows you to effectively manage employees and improve the work of the enterprise.

Among the possible problems that may slow down the process of motivating employees, the following should be highlighted: failure to take into account the needs of all categories of employees; incomplete social package for employees; low level of employees' qualifications; inconsistency of the employee with the position held; low level of bonuses and failure to take into account difficult, dangerous working conditions; conflict situations in the team; low wages; not using effective methods of motivation. At the same time, it is necessary to identify the following ways to solve existing problems and ways to better use motivation methods: providing employees with a social package; conducting trainings for employees; prevention of conflict situations and corporate events; allocation of funds for internships, advanced training, training; use of new equipment and replacement of outdated equipment; search for qualified personnel; accrual of bonuses depending on the work performed, the complexity of working conditions; dining and relaxation areas; increasing the level of wages and adjusting their size for different positions; motivating certain groups of employees and taking into account their needs; conducting sociological research of personnel to take into account their needs; rationalisation of the use of working time; creation of proper working conditions.

Among the recommendations for improving the motivation of personnel at industrial enterprises, the following should be applied: conducting trainings and webinars for employees (will increase the level of professionalism, establish cooperation); advanced training and training in the field of software application (will allow you to acquire knowledge in the field of digitalisation, increase the speed of data analysis and processing); hiring qualified employees (establishing requirements for recruitment, determining the suitability of the profession); study of the psychological climate in the team (will contribute to the prevention of problems, their timely solution, support of employees); improvement of the system of formation of bonuses (payment of bonuses depending on the achievements of employees); formation of a social package (will provide guarantees for employees, improve the image of the enterprise); promoting self-development and teamwork (will allow you to form creative ideas); improvement of the motivation system. All this allows us to note that motivation significantly affects the process of personnel management, the efficiency of the enterprise, and the possibility of forming competitive advantages.

At industrial enterprises, there is a need to improve the motivation system as an important component of personnel management. This system should be considered as a component of the personnel management system, and its implementation at industrial enterprises will meet the needs of employees in order to guarantee the efficiency of their work and the growth of the enterprise's performance indicators. Therefore, the system of personnel motivation has been improved, which should consist of a set of elements and stages of its use (Fig. 1). Among the elements of the personnel motivation system at industrial enterprises, the following should be highlighted: subject; object; purpose; task; form; methods; resourcing. The system of motivation of employees is proposed to be implemented at four stages: formation; approbation; implementation or implementation; improvement. The implementation of the stage of formation of the motivation system is of great importance, because there is a comprehensive study of indicators, factors, the results of the questionnaire, which will allow the formation of a modern and high-quality motivation system, and within the stage the following sequence of actions is determined: conducting a study of the influence of external and internal environmental factors; conducting a study of the indicators of financial and economic activity of the enterprise; conducting a study of staff performance indicators; study of the existing system of staff motivation, identification of its shortcomings and weaknesses; conducting a survey of employees on the level of satisfaction with the system of incentives for their work; formation of conclusions based on the results of the study and identification of the need for the development of a personnel motivation system (at this stage, two solutions are formed: the existence of a need to develop a motivation system is a confirmation of the transition to the development stage, and the absence of a need is evidence of the effectiveness of the existing motivation system); development of a personnel motivation system, which takes place on the basis of taking into account the results of research, questioning of

employees; monitoring and control over the process of developing a personnel motivation system, which will allow timely identification of deficiencies and their elimination. At the stage of developing a personnel motivation system, the following is carried out: planning, organisation of the development of a motivation system; calculation of costs for the implementation of the motivation system; measures of material and non-material incentives are formed, which will have a positive impact on increasing labour productivity, establishing teamwork, creating a favourable climate in the team, as well as contributing to improving their skills; the possible effect of the introduction of the motivation system by forecasting is evaluated.

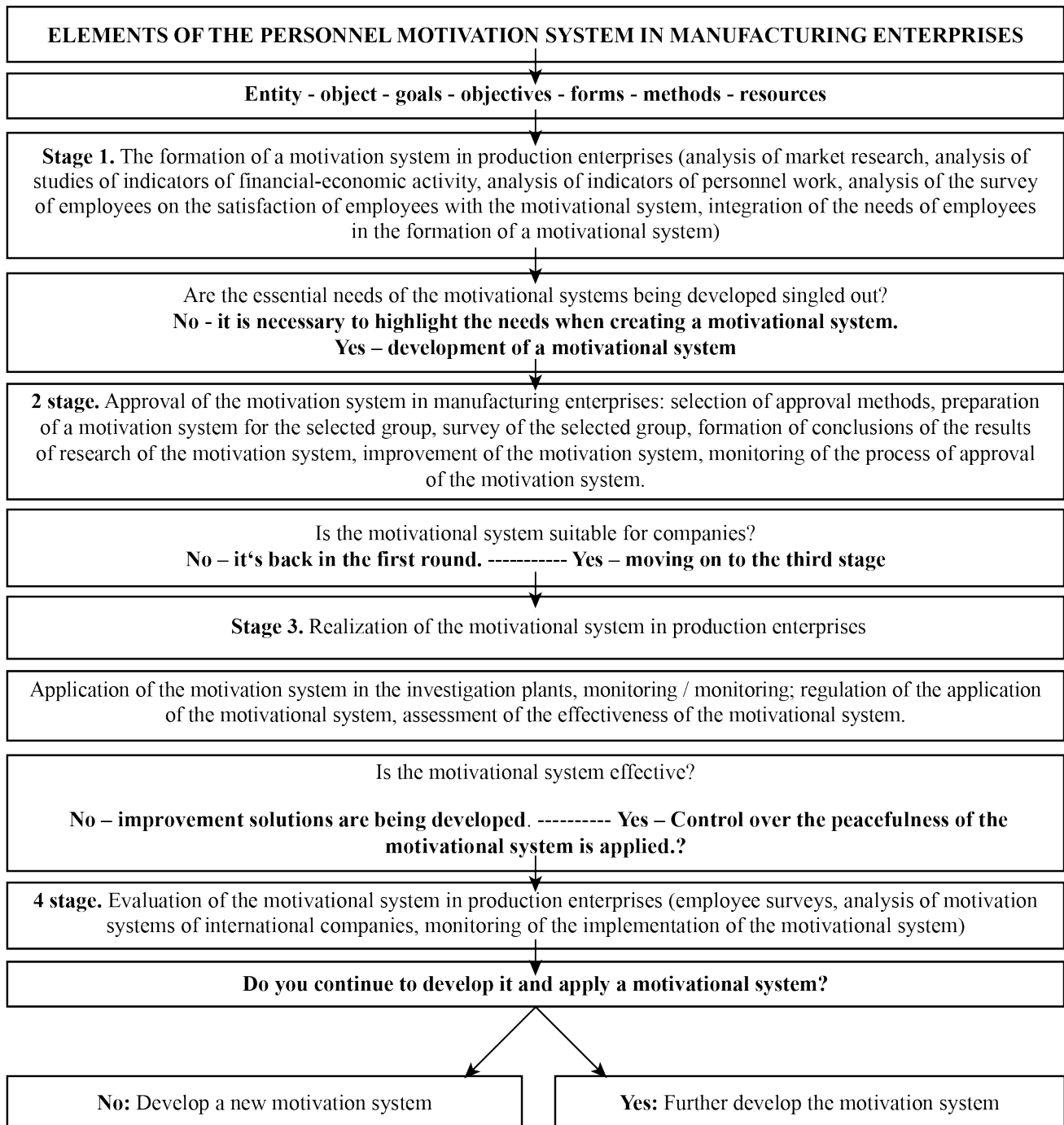


Figure 1. Mechanism of using the personnel motivation system at industrial enterprises

Note: Improved by the author based on *Базалійська, Міцук (2016), 234-235; Єніфанова (2021); Жигалкевич, Нечитайло (2021); Зайцев (2018), с. 31-34; Заставнюк, Липовецька (2019), с. 168-171; Нікітін, Рукас-Пасічнюк (2014), с. 243-245; Popelo, Zabashtanska et al. (2020), с. 103-110.*

The next stage is the approbation of the motivation system at industrial enterprises, which will allow you to check the feasibility, evaluate its effectiveness and decide on further implementation. The main actions of this stage are: selection of methods for approbation of the motivation system; use of a motivation system for a selected group of employees; conducting a survey of a selected group of employees by means of a questionnaire, which will allow to analyse the state of use of the motivation system; formation of conclusions based on the results of the study, which will determine the advantages and disadvantages of using the motivation system; development of measures to improve the motivation system for the purpose of its further implementation; monitoring and control over the process of approbation of the motivation system. At the stage of monitoring and control over the process of approbation of the motivation system, the feasibility of further implementation of the system is determined by establishing the following correspondence: the selected motivation system meets the needs of the enterprise and can be implemented; the chosen motivation system does not meet the needs of the enterprise, and it is advisable to return to the stage of formation.

The third stage is the implementation or implementation of the motivation system, that is, there is the use of a motivation system that meets the needs of the enterprise, the requests of employees, will improve the quality of their work, promote development, teamwork and the following actions are allocated: use of the motivation system at the studied enterprises, i.e. its direct implementation for employees; monitoring the use of the motivation system, which will allow you to observe the process of use, identify deviations, shortcomings; regulation of the use of the personnel motivation system, which will eliminate the identified shortcomings and ensure the effective use of the system; evaluation of the effectiveness of the use of the motivation system by interviewing employees and analysing the performance indicators of the enterprise; drawing up a report on the current state of use of the motivation system, which will allow assessing the intermediate result (within the framework of this stage, the expediency of moving to the stage of control over the use of the system or to the stage of forming measures to improve the efficiency of the system in case of inefficiency of its use is determined); formation of measures to improve the efficiency of the use of the motivation system; control over the use of the motivation system, which should be carried out at all stages to ensure the effectiveness of the system and the achievement of the established goal.

The last stage is the improvement of the motivation system, which plays a significant role. The market environment is constantly changing, new forms and methods of staff stimulation are emerging, and, accordingly, there is a need to improve the motivation system, which will guarantee development, advanced training, growth of labour productivity and interest in the results of their work. Under the conditions of variability of the environment, it is impossible to use the same motivation system, because it requires constant improvement. The main actions of the stage of improvement of the motivation system are as follows: conducting a survey of employees about the effectiveness of the incentive and studying the results obtained (will allow assessing the effectiveness of using the incentive at the end of a certain period); study of the experience of foreign companies in the use of the motivation system and analysis of new forms, methods of stimulation of employees (will allow taking into account the best practices in the company's own motivation system); development of measures to improve the existing motivation system (will improve the motivation system, ensure its effectiveness, which will contribute not only to the productivity of employees, but also to the effectiveness of the enterprise); monitoring and control over the process of improving the motivation system. Within the framework of monitoring and control over the process of improving the motivation system, the expediency of further use of the system is determined: if appropriate, a decision is made on the further use of the incentive; if it is inexpedient, a decision is made to develop a new motivation system.

The proposed system of motivation of personnel of industrial enterprises will ensure efficiency, quality of work, interest in the results of work, formation of a favourable climate in the team, which will affect the performance of the enterprise, that is, the volume of production and sales of products, the amount of profit. With the help of the given motivation system, it is possible to manage employees. For the purpose of effective personnel management at enterprises, it is expedient to improve the motivation

system by diagnosing the existing system, determining its advantages and disadvantages, introducing foreign experience in stimulating employees. Improvement of the system of motivation of employees will have an impact on increasing their productivity and will affect the amount of sales revenue, profit, which will ensure the efficiency of functioning.

Conclusions. Among the main recommendations for improving staff motivation are: conducting trainings and webinars for employees; advanced training and training in the field of software application; hiring qualified employees; study of the psychological climate in the team; improvement of the system of formation of premiums; formation of a social package; promoting self-development and teamwork; improvement of the motivation system. The system of motivation of employees has been improved, the use of which will help to improve motivation, improve the quality of work, interest in the results of work, establish teamwork and, accordingly, the efficiency of enterprises.

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ABSTRACT

Relevance of the topic. The vast majority of industrial enterprises use outdated forms of motivation, which does not stimulate employees to work effectively. Accordingly, there is a need to study the stimulation of personnel at industrial enterprises and the formation of recommendations for improving motivation. With the introduction of an effective motivation system, there will be an opportunity to study the needs of employees, identify conflict situations, introduce effective forms of motivation of personnel, on whose work the production and sale of products, and work efficiency depend. An analysis of the latest studies has been carried out. Features of employee motivation are revealed in the publications of scientists: Васюта (2020); Джеджула, Єпіфанова, Гладка (2019); Климчук, Михайлов (2018); Нестерець, Ануфрієва (2018). The issue of using the motivation system at enterprises was investigated by the following scientists: Базалійська, Міщук (2016); Єпіфанова (2021); Жигалкевич, Нечитайло (2021); Зайцев (2018); Заставнюк, Липовецька (2019); Нікітін, Рукас-Пасічнюк (2014); Popelo, Zabashtanska, Chorna (2020).

The problem. The study highlighted parts of the common problem. There is no unified approach to the use of a system of personnel motivation for industrial enterprises, which confirms the need for its improvement.

The aim of the article is to identify problems and formulate recommendations on how to improve the motivation of employees, improve the system of staff motivation.

Results. An analysis of the latest studies has been carried out. It is found that the level of competitiveness of enterprises, stability of functioning largely depends on the efficiency and results of the work of personnel, the level of qualification of personnel. The quality and timeliness of tasks, production, and the formation of creative ideas depend on the qualifications of employees. Therefore, an important indicator of the efficiency of personnel at the enterprise is labour productivity, the level of which depends on the personnel policy, the motivation system. It is determined that the use of forms and methods of motivation affects the level of labour productivity, satisfaction with working conditions, interaction and teamwork. It is determined that at industrial enterprises it is expedient to introduce modern forms of motivation of employees, which will affect not only the quality of staff work, increase interest in the results of work, but also the level of profitability, production and sales volumes. Likewise, it is proved that the introduction of various forms of stimulation of personnel in a complex will ensure the efficiency of work, stability of functioning of enterprise. It is found that the use of various forms and methods of motivation allows establishing the process of personnel management and ensure the efficiency of their work. Among the problems of personnel motivation at enterprises are defined: limited amount of financial support, low level of wages, unfavourable psychological climate in the team, limited access to information data, non-use of indirect methods of motivation, inefficiency of personnel policy. Recommendations for improving the motivation of personnel at enterprises have been formed: conducting trainings and webinars for employees; advanced training and training in the field of software application; hiring qualified employees; study of the psychological climate in the team in order to prevent problems and solve them; improvement of the system of formation of premiums; formation of a social package; promoting self-development and teamwork. It is proved that motivation affects labour productivity, personnel management and the state

of functioning of enterprise, work results, formation of competitive advantages. The system of personnel motivation for industrial enterprises has been improved, which consists of a set of elements and stages of formation, approbation, implementation, improvement, which will contribute to increasing the effectiveness of employees, the efficiency of enterprises.

Keywords: motivation, personnel, productivity, industrial enterprises, efficiency, personnel management, personnel motivation system.

Veiksmingos personalo motyvacijos sistemos formavimas Ukrainos pramonės įmonėse

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SANTRAUKA

Tyrimo aktualumas. Didžioji dauguma pramonės įmonių naudoja pasenusias motyvacijos formas, kurios neskatina darbuotojų efektyviai dirbti. Atitinkamai reikia ištirti personalo stimuliavimą pramonės įmonėse ir rekomendacijų, kaip pagerinti motyvaciją, formavimą. Įdiegus veiksmingą motyvacijos sistemą, bus galimybė ištirti darbuotojų poreikius, nustatyti konfliktines situacijas, įdiegti veiksmingas personalo motyvacijos formas, nuo kurių darbo priklauso produktų gamyba ir pardavimas bei darbo efektyvumas.

Tyrimo problema. Tyrime išryškintos bendros problemos dalys. Nėra vieningo požiūrio į personalo motyvavimo sistemos naudojimą pramonės įmonėse, o tai patvirtina jos tobulinimo poreikį.

Tyrimo tikslas – nustatyti problemas ir suformuluoti rekomendacijas, kaip pagerinti darbuotojų motyvaciją, tobulinti personalo motyvacijos sistemą.

Rezultatai. Atlikta naujausių tyrimų analizė. Darbuotojų motyvacijos bruožai atskleidžiami mokslininkų leidiniuose: Васюта (2020); Джеджула, Єпіфанова, Гладка (2019); Климчук, Михайлов (2018); Нестерець, Ануфрієва (2018). Motyvacijos sistemos naudojimo įmonėse klausimą ištyrė šie mokslininkai: Базалійська, Міщук (2016); Єпіфанова (2021); Жигалкевич, Нечитайло (2021); Зайцев (2018); Заставнюк, Липовецька (2019); Нікітін, Рукас-Пасічнюк (2014); Popelo, Zabashtanska, Chorna (2020). Nustatyta, kad įmonių konkurencingumo lygis, veikimo stabilumas labai priklauso nuo personalo darbo efektyvumo ir rezultatų, personalo kvalifikacijos lygio. Užduočių, gamybos ir kūrybinių idėjų formavimo kokybė ir savalaikiškumas priklauso nuo darbuotojų kvalifikacijos, todėl svarbus įmonės personalo efektyvumo rodiklis yra darbo našumas, kurio lygis priklauso nuo personalo politikos, motyvacijos sistemos. Nustatyta, kad motyvacijos formų ir metodų naudojimas turi įtakos darbo našumo lygiui, pasitenkinimui darbo sąlygomis, sąveika ir komandiniu darbu. Nustatyta, kad pramonės įmonėse tikslinga įdiegti šiuolaikines darbuotojų motyvacijos formas, kurios turės įtakos ne tik personalo darbo kokybei, padidins susidomėjimą darbo rezultatais ir pelningumo lygį, gamybos ir pardavimo apimtis. Įrodyta, kad įvairių personalo stimuliavimo formų įdiegimas komplekse užtikrins darbo efektyvumą, įmonės veikimo stabilumą. Nustatyta, kad įvairių motyvacijos formų ir metodų naudojimas leidžia nustatyti personalo valdymo procesą ir užtikrinti jo darbo efektyvumą. Tarp personalo motyvacijos problemų įmonėse apibrėžiama: ribota finansinės paramos suma, žemas darbo užmokesčio lygis, nepalankus psichologinis klimatas komandoje, ribota prieiga prie informacijos duomenų, netiesioginių motyvacijos metodų nenaudojimas, personalo politikos neefektyvumas. Parengtos rekomendacijos, kaip pagerinti personalo motyvaciją įmonėse: mokymų ir internetinių seminarų darbuotojams vedimas; kvalifikacijos

kėlimas ir mokymas programinės įrangos taikymo srityje; kvalifikuotų darbuotojų samdymas; psichologinio klimato komandoje tyrimas, siekiant užkirsti kelią problemoms ir jas išspręsti; įmoky formavimo sistemos tobulinimas; socialinio paketo sudarymas; skatinti saviugdą ir komandinį darbą. Įrodyta, kad motyvacija veikia darbo našumą, personalo valdymą ir įmonės funkcionavimo būklę, darbo rezultatus, konkurencinių pranašumų formavimąsi. Patobulinta pramonės įmonių personalo motyvacijos sistema, kurią sudaro formavimo, aprobavimo, įgyvendinimo, tobulinimo elementų ir etapų rinkinys, kuris padės didinti darbuotojų, įmonių efektyvumą.

Raktiniai žodžiai: motyvacija, personalas, produktyvumas, pramonės įmonės, efektyvumas, personalo valdymas, personalo motyvavimo sistema.

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