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ENTERPRISE EMPLOYEES MOTIVATION AS AN INDICATOR OF INCREASEMENT OF WORKING CAPACITY EFFICIENCY

One of the factors for increasing the efficiency of an enterprise's economic activity is employee motivation, so in modern competitive market conditions, motivation can influence such aspects as: professional competence, creativity, innovative abilities and, of course, the effectiveness of employees' activities. The growing importance of effective workers' activities, as capital, determines the results of economic practice of the enterprise, the development of individual structures of the enterprise, and makes it urgent to create a flexible system of their motivation.

Motivation – this word comes from the word «motive», which means needs, desires, want. This is a process of stimulating people to action to achieve their goals [1].

At the same time, employee motivation is the employee's enthusiasm and motivation to carry out work-related activities. Employee motivation occurs under the influence of biological, intellectual, social and emotional factors. Thus, motivation is a complex, not easily definable, internal driving force, which can also be caused by external factors [2].

There are many aspects that motivate an employee to work, of which there are four most extensive groups, such as:

– Financial aspect. Each individual needs financial resources to ensure a certain level of life support. Therefore, this is certainly an incentive. But compensation, which includes wages and benefits, doesn't motivate. As a rule, the employee makes just as much effort to do the minimum that is required of them in the job instructions.

– Competition. The ability to prove yourself in competitive fight within the company can increase motivation and labor productivity. On the one hand, this helps to increase the efficiency of the enterprise, and on the other hand, being the first is a motivation in itself.

– Recognition. Praise and reward are great ways to say, «Thank you for the job well done.» They are required on an ongoing basis for employees to evaluate their performance, but shouldn't be used as a motivator. This conditional use of awards and accolades makes employees wonder what further actions the management expects.

– Disciplinary action. Negative feedback can have disastrous consequences if an employee is made to feel incompetent and controlled. While we can't ignore bad work, we can try to see things from the point of view of the employee's perception, and we offer the opportunity for independent direction [5].

In the following aspects of employee motivation, we can include the following methods and measures:

1. Financial aspect. In the wage system, we can introduce the following types of monetary remuneration for labor: salary, interest rate, bonuses, grading, compensation, sick leave, vacation pay. Many enterprises use the method of dividing wages into three parts: the first – for the performance of official duties, the second – is determined by the length of service and the cost of living; the third – according to the results achieved in the reporting period.

2. Competition. Competition to determine the best employee in a specific department of the enterprise; participation of company employees in the competition to fill a vacant position; specific promotion; creating symbols of official status (job title, a/m, mobile connection, separate office); a sense of participation in the life of the enterprise (meetings, thanks for the help, certificates).

3. Recognition. The motivation in this aspect can be: valuable personal gifts, free vouchers, services, etc.; Training and retraining related to career growth and entry into a new position.

4. Disciplinary action. When applying disciplinary measures, company management should follow certain rules in order to increase motivation, and not vice versa, as a result of reducing labor efficiency. These rules include: make sure that all employees know and understand the established rules and requirements; criticize constructively; take balanced measures; individual approach to disciplinary actions; explain your actions [4].

Since there are 4 types of workers (BCG matrix), it is advisable to apply different methods of motivation to each of them. The first group of workers, the so-called “dogs”, are newcomers who are downstairs, have low incomes and little career growth, the second group – “wild cats”, they have little potential and big financial difficulties that must be overcome. While the third group, “stars”, are leaders in the real market, they have a high sales market and great prospects. “Dairy cows” are those workers who already know their worth and work for themselves.

Each type of worker has his own level of motivation in relation to the achievement of his goals, such as: punishment or encouragement, communication (more communication effects with people from other areas), or a crisis situation.

Stimulating workers to high labor productivity is one of the most important tasks in every enterprise. All management forces, as well as the enterprise or organization management system, are aimed at solving this problem.

High-quality work of the enterprise is an effective work, not only of managers, but also of workers, therefore motivation plays an important role in this matter. Also, the precise formulation of efforts to develop the management system of the enterprise or organization can help to combine specific, personal employee’s goals with the goals of the organization. A close-knit team, high profitability of production, decent salary of employees – the presence of these factors in itself indicates both sufficient motivation of workers and the high result of the organization or enterprise as a whole [4].

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