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### **MODERN ASPECTS OF LABOR MOTIVATION AS A REASON FOR HUMAN RESOURCES MANAGEMENT**

**Abstract.** *The article defines that in the management of enterprises a significant role is played by scientifically sound, implemented, and implemented in practice human resources management system. It is proved that the organizational restructuring of enterprises, as well as a certain restructuring of the legislative and legal nature will help to form a new system of staff motivation. It is established that encouragement is an attribute of human consciousness, it is a factor that activates the activity or, conversely, leads to its termination. It is determined that excessive enthusiasm of employees for the activities of the enterprise leads to a reduction in staff turnover and absenteeism, which is certainly positive. It is proved that in the system of motivation of employees of enterprises the most important both before and in modern conditions is the material incentives for employees. It is determined that further weakening of work motivation will inevitably lead to further aggravation of unfavorable socio-economic processes that take place in our country. It is established that the system of motivation characterizes a set of interrelated measures that stimulate the individual employee or the workforce as a whole to achieve individual and common goals of the enterprise.*

**Keywords:** *theories of motivation; encouragement; motivation; personnel management; human activity.*

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### **СУЧАСНІ АСПЕКТИ МОТИВАЦІЇ ПРАЦІ ЯК ЧИННИКА УПРАВЛІННЯ ПЕРСОНАЛОМ**

**Анотація.** *У статті визначено, що при управлінні діяльністю підприємств визначну роль відіграє науково обґрунтована та впроваджена і реалізована на практиці система управління трудовими ресурсами. Доведено, що проведення організаційної реструктуризації підприємств, а також певної перебудови законодавчого і правового характеру допоможе сформувати нову систему мотивування персоналу. Встановлено, що заохочення є атрибутом свідомості людини, це чинник, що активізує діяльність або навпаки призводить до її припинення. Визначено, що надмірно сильне захоплення працівників діяльністю підприємства призводить до скорочення плинності кадрів та невходів на роботу, що безумовно є позитивним. Доведено, що в системі мотивації працівників підприємств найбільше значення як раніше, так і в сучасних умовах має матеріальне стимулювання працівників. Визначено, що подальше ослаблення мотивації праці неминуче призведе до подальшого загострення несприятливих соціально-економічних процесів, які мають місце в нашій державі. Встановлено, що система мотивації характеризує сукупність взаємопов'язаних заходів, які стимулюють окремого працівника або трудовий колектив у цілому щодо досягнення індивідуальних і спільних цілей діяльності підприємства.*

**Ключові слова:** *теорії мотивації; заохочення; мотивація; управління персоналом; діяльність людини.*

**Introduction.** In modern conditions of market economy, private property and competition among the main theoretical and applied problems one of the main is the creation of an effective economic and economic mechanism to increase the motivation of workers. The topic of motivation is now covered quite often. This term has found a place in the everyday language of business people – leaders and managers. He has a place in almost all-scientific and

educational literature on management. In effective firms in the United States, Japan, and other world economic leaders, motivation is one of the most important functions of managers at all levels. The practical significance of the experience of countries with developed market economies lies not only in the fact that effective technologies have been created and implemented, but also in the fact that one of the most important categories – motivation – has been implemented and maximally developed.

The transition of Ukraine's economy to market relations has led to significant transformations in the system of state management, changes in ownership, management of economic processes and more. With the advent of new types of information and new groups of its users, management functions have expanded. In modern conditions, market relations, which provide for the right to full economic independence and disposal of labor results require the creation of a qualitatively new and effective management system and necessitate the use of modern methods of managing enterprises. An important place among them belongs to the motivation of staff.

At the same time, it can be reasonably assumed that the decisive role belongs to labor resources, which lead to the action of other types of enterprise resources. since motivation is seen as a set of internal and external driving forces that force a person to act, determine his behavior, forms of activity, direct and focus such activities on achieving personal goals and goals of the organization, it is motivation or encouragement is a decisive factor in personnel management enterprises. Attempts to explain people's behavior and help increase work motivation were made at the stages of the emergence of social production. Subsequently, scientists and practitioners began to study what is now called the problem of encouragement, i.e. various aspects of activation, encouragement, stimulation [18, 19].

Thus, a significant contribution to the development of the theory and practice of work motivation was made by A. Smith, F. Taylor, O. Sheldon, A. Fayol, E. Mayo. Among the scientists and authors of modern theories of motivation are A. Maslow, F. Herzberg, A. Porter, E. Lawler, D. McClelland, W. Vroom and others. A significant contribution to the development of the theory and practice of motivation was made by Ukrainian scientists – V. Volsky, G. Dmytrenko, M. Tugan-Baranovsky. However, there are a number of theoretical and practical issues that remain unresolved now and need further development. In addition, this problem of motivation also requires individual approaches to solving at the level of a particular enterprise.

**The aim of the research.** A scientifically substantiated, implemented, and implemented in practice human resources management system plays a significant role in the management of enterprises. The decision of the questions connected with theoretical definition and introduction in practice of modern methods of management of labor resources should be carried out according to their adaptation to activity in modern market conditions. This is due to the need for organizational restructuring of enterprises, as well as some restructuring of the legislative and legal nature. In the process of such restructuring, a new system of staff motivation is formed [1–4].

Encouragement is an attribute of human consciousness, it is a factor that activates the activity or, conversely, leads to its termination. Along with encouragement, there is a passion for work, ie a strong belief of the employee in the feasibility, usefulness of his work, even in irreplaceability. Excessive enthusiasm of employees for the company's activities leads to a reduction in staff turnover and absenteeism, which is certainly positive. However, this is not yet a major factor in increasing productivity and efficiency. Encouragement is a factor in work efficiency, but an excessively high degree of personal encouragement leads to numerous complications in its functioning. There may be fatigue, psychological disorders. Sometimes, because of physical and moral fatigue, there were fatalities. Therefore, it is necessary to optimize incentives [5–10].

**Results of the investigation.** In its activities, the company uses different types of resources. Resource potential of the enterprise – a set of resources available to the enterprise, as well as the ability (employees and managers) to use resources to produce goods and obtain the maximum economic effect at a given time. The economic potential of an economic entity is an integrated assessment of the potential opportunities contained in the resource potential, the implementation of which leads to the achievement of economic effect. The criterion of economic efficiency of the enterprise – the maximum result with a reasonable minimum cost and rational use of resources. Thus, we can highlight that the labor resources of the enterprise – is a set of its employees (or rather the workforce) – the most important element of the resource potential of the enterprise, which activates all types of resources.

Personnel of the enterprise (personnel) – a team of employees of the appropriate professional - qualification level, who realize their physical, mental abilities and skills (invest their work) in the implementation of economic activities of the enterprise and are included in its accounting staff. Therefore, the main principles of personnel formation in market conditions can be considered [11, 15]:

- freedom of choice by the employee of the specialty and place;
- voluntary labor and labor relations;
- state regulation of labor relations, working conditions and social protection of employees, which is provided by legislative acts.

The efficiency of the use of labor resources is characterized by indicators – labor productivity, which is determined by the number (volume) of products, works) produced per unit of working time [12, 14]. Encouragement of labor activity cannot be effective without the use of advanced forms and methods of material, including financial incentives for staff. Increasing the meaning of intangible motives, which currently exists, does not mean reducing the role of material incentives, as they remain a necessary incentive that can significantly increase labor activity and contribute to high results of personal and collective work [16–20].

Encouragement contributes to the achievement of acceptable and stimulated values of personal productivity, and the growth of the professional level of the employee. If the motives of constant professional growth dominate in employees in the motivational sphere, then achieving the motivating value of labor productivity is not considered a difficult task. It is only important to carry out such a labor process, which would require not mechanical performance of labor operations, but serious work on the development, expansion and improvement of labor skills. An important component of incentives, one of the defining elements of personnel management is its evaluation. The lack or bias of such an assessment disorients the worker, inhibits his development, reduces the activity and efficiency of his activities.

Thus, staff evaluation is a responsible and complex matter, and it should begin with a theoretical justification, generalization of best practices, preparation of relevant recommendations. Most often, the elements of incentives include: the content and conditions of work, relations between employees, means of administrative coercion (prohibitions, orders), means of encouragement (incentives, tangible and intangible), means of persuasion (negotiations, consultations). Given the economic situation in Ukraine, it can be argued that in the incentive system, the material component is a priority. However, at the same time it is impossible to limit and take into account only the material incentives of staff to work.

Therefore, it is now necessary to improve the existing methods of encouraging both tangible and intangible [8–11]. When working on theoretical and applied aspects of motivation, it is necessary to focus on the factors that force a person to act and intensify their actions. Such factors include needs, interests, motives and incentives [8–14]. The study of theoretical and applied problems of encouragement begins with the consideration of the category of "needs".

Man needs constant satisfaction of certain needs. Their combination and priority in different people are not the same.

Awareness of this may be the answer to why someone does light work and remains dissatisfied, and someone is busy with hard work and enjoys, and why some prefer material reward, and others – intangible values [15]. Needs are what inevitably arise and accompany a person in the process of his life, something that is common to different people, and at the same time manifests itself individually in each person. Need can be defined as something that constantly reminds itself, bothering a person who wants to get rid of these worries. Thus, the need can be interpreted as a state of imbalance, marriage or deficit, to eliminate which are aimed at human actions [15].

Motives appear almost simultaneously with the emergence of needs and interests and go through various specific stages. In general, motives are the causes of human behavior and actions that arise under the influence of his needs and interests. The motive has an individual, internal character; it depends on many external and internal factors in relation to the person. Motive not only pushes a person to action, but also determines what exactly and how to do it. Need is only an image of the desired good, which will replace the need, if specific labor actions are performed [17]. Human behavior is mostly determined not by a single motive, but by their combination. Thus, one of motives can be the main, and others – to carry out additional and auxiliary functions. On the one hand, motives arise and are formed based on needs. On the other hand, motives are relatively independent, as needs do not yet fully determine the set of motives. With the same need, different people may have different motives [16]. Therefore, it is correct to say that the structure of the motive includes:

- the need that a person wants to satisfy;
- a good that is able to meet this need;
- labor action (or set of actions) necessary to obtain benefits;
- price – the costs of physiological, material and moral nature associated with the implementation of labor [13, 19].

It is quite common to define encouragement as a driving force of behavior, as a person's desire to take active action to meet their needs. Encouragement is defined as a state of a person that characterizes the level of activity and direction of human action in a particular situation. In this case, the motive acts as a pretext, reason, the objective need to do something, the motivation for a certain action [18].

Encouragement to work must be inextricably linked to human needs. People in the process of work seek to meet different needs, both biological and social and others. For many people, work is a way to meet basic human needs. Given the above, we can formulate a clearer definition of motivation, in other words – encouragement. Encouragement is a set of internal and external driving forces that inspire a person to work, determine behavior, forms of activity, give this activity a focus focused on achieving personal goals and objectives of the firm [11]. Encouragement is a set of all motives that influence human behavior. Staff incentives include a number of elements, namely:

- encouragement of labor activity, ie orientation of personnel on effective labor activity, which provides appropriate rewards and meets existing needs;
- encouraging permanent and productive employment;
- encouraging the growth of employee competitiveness;
- encouraging the development of means of production;
- encouraging the choice of a new place of work, etc. [12–16].

Encouragement of work can now be objectively considered as one of the functions of management. This means the process of conscious and appropriate influence on the labor behavior of people. The main characteristics of the employee incentive system include:

– encouragement contributes to both the formation and achievement of socially significant goals of the organization and thus maintain a balance between economic goals and social responsibility of the enterprise;

– encouragement serves as a communication between management, the owner of the organization and its employees. Motivation refers to the creation and maintenance of mutual understanding between the company and individual groups of people or within groups;

– the incentive system has two sides. One side concerns the level, differentiation of the structure and dynamics of personnel costs, including wages, the creation of a system of incentives to work. The second is related to the management style used by managers. It is manifested in the gradual transition from authoritarianism to a democratic style [11–14, 21].

To effectively stimulate labor requires a flexible system of incentives for staff, which must meet the following principles:

– the principle of flexibility, which stipulates that the system of incentives for workers is able to adapt to changes in external and internal factors, operating conditions, as well as to change the general and local goals of the enterprise;

– the principle of systematization, which means a full reflection of the personal contribution of the worker in achieving the end results of the enterprise;

– the principle of compliance - characterizes the distribution of wages into parts, each of which is a reflection of the personal contribution of the employee to achieve current, final and future results of the enterprise;

– the principle of structure - characterizes the division of wages into parts, each of which is a reflection of the personal contribution of the employee to achieve current, final and future results of the enterprise;

– the principle of openness, which means its transparency and information accessibility for any employee [11–15].

**Conclusions.** In the system of motivation of employees of enterprises the most important both before and in modern conditions is the material incentives for employees. However, in modern conditions, it has adopted mainly the features characteristic of the previous command and administrative system of management. However, the lack of highly qualified employees able to ensure the proper organization and functioning of the enterprise in market conditions, nullify all attempts to develop and implement a highly effective system of targeted management, in which the appropriate place belongs to the system of motivation. Further weakening of work motivation will inevitably lead to further exacerbation of adverse socio-economic processes taking place in our country.

The system of motivation characterizes a set of interrelated measures that stimulate the individual employee or the workforce as a whole to achieve individual and common goals of the enterprise. Thus, in conclusion, it can be argued that experts often include elements of incentives content and working conditions, relations between employees, means of administrative coercion (prohibitions, orders), means of incentives (incentives, tangible and intangible), means of persuasion (negotiations, consultations). Significant influence on the practice of personnel management is exerted by semantic and procedural theories of labor promotion [4]. Modern incentive theories claim that the real reasons that inspire a person to give their all to work are extremely complex and varied. According to some scientists, human activity is determined by its needs. Others take the position that employee behavior is also a function of his perception and expectations [8].

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