

## **СЕКЦІЯ 4**

### **ОСОБЛИВОСТІ БІЗНЕС-АДМІНІСТРУВАННЯ НА ПІДПРИЄМСТВАХ (РІЗНИХ ФОРМ ВЛАСНОСТІ)**

#### **ANALYSIS OF TEAM LEADERS MOTIVATION AT THE UKRAINIAN MINING ENTERPRISES**

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Changes taking place in a global economy, searching of new models of innovative development require from modern enterprises to stimulate managerial staff to work hardly and extensively, build salaried and structural career, bring new ideas and things, promote teamwork and co-operation. So it is very important question to understand how firms can get the most from their managerial staff. The aim of this study is to analyze motives and incentives of team leaders at the Ukrainian mining enterprises.

Motivation is a common term that states individuals' actions or behavior including all their needs, interests, motives and goals. Deep study of management books and articles on staff motivation systems [1-2] allows the author to confidently state that there are two main groups of motivational factors. These are external and internal factors. External factors (or incentives) are mostly influenced by the company employees work for and the government but internal factors (or motives) are fully depended on the employees' themselves. In turn, motives are usually distinguished into three groups: material, social and status motives [1, p. 72-75; 2, p. 403-407]. Material motives are the motives to satisfy the needs for vital goods and services, desire of great track record of success, maximize one's own revenue. Accordingly key incentives to satisfy material motives and maintain a certain standard of living are the following: increase in basic wages and salaries depending on employees' seniority or experience; increase in additional wages and salaries including monthly bonuses, allowances, compensations packages based on the evaluation of their effectiveness and team performance; other perks (profit sharing programs, paid leaves, paid external training, free internal training, discounts on purchase of goods and services produced, free weekend trip to another town or even overseas, providing of the first-line managers by an official

car or reimbursement of transportation costs for other categories of managerial staff, paid membership in sports clubs, free lunch, free legal services, etc.).

Social motives (or the motives of social interaction) are motives of employees' to interact between each other and with business environment, work in a friendly team, disclosure own emotional potential, satisfy with the work performed, create an employment brand. Accordingly key incentives to satisfy social motives and improve job satisfaction are the following: development of collective forms and formation of organizational teams; improvement of social facilities and infrastructure (canteens, sports clubs, medical institutions, libraries); visible public rewards (public thanks on information boards or official website of the company); favorable social and psychological climate in the team; mobilizing of organizational culture of the company; entertainment events (excursion tours, "à la buffets" after the end of the working day, celebrations of company's anniversary or the release of new products).

Status motives (or the motives of status self-affirmation) are the motives that stimulate employees to do challenging work, obtain the right set of skills, get hands-on experience, build perfect or even global career, etc. Accordingly key incentives to satisfy status motives and increase the amount of experience are the following: possibilities of vertical career (getting of more responsible position); possibilities of horizontal career (taking part in project groups); improvement in working conditions; flexible working hours; so called "creative" holidays and vacations, etc.

Analyze the state of job satisfaction of team leaders at the biggest Ukrainian mining enterprises. From December 2022 to January 2023 the author of this writing conducted personnel satisfaction survey devoted to the analysis of working conditions. The instrument of an empirical analysis was questionnaire and, for that purpose, it has been used five-point scale. It means if the level job satisfaction of working conditions is low, then it is estimated in one point; if the level job satisfaction of working conditions is below average, then it is estimated in two points; if the level job satisfaction of working conditions is average, then it is estimated in three points; if the level job satisfaction of working conditions is above average, then it is estimated in four points; if the level job satisfaction of working conditions is high, then it is estimated in five points. The criteria of estimation was the following: satisfaction of material motives; satisfaction of social motives; satisfaction of status motives. The results of author's survey conducted are presented in Figure 1.

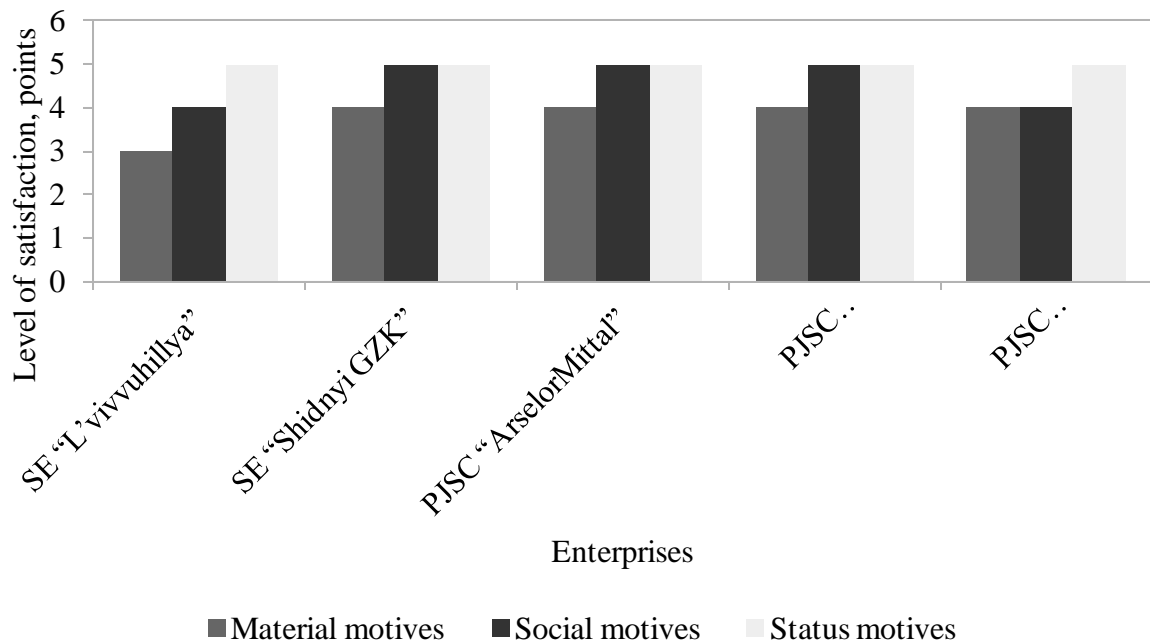


Fig. 1 – Satisfaction of working conditions of team leaders at the Ukrainian mining enterprises

From the Fig. 1 it is shown that team leaders at the Ukrainian mining enterprises are most satisfied with status motives and non-material remuneration. It includes rewards associated with changing the workplace, allocation of a separate office, hiring personal secretary, helper or security, providing additional office equipment. The second place (besides PJSC "Naftogasvydobuvannya") is occupied by social motives that are satisfaction social and psychological climate at the enterprises. In particular, team leaders at the PJSC "Ukrigasvydobuvannya" and PJSC "ArselorMittal" estimated satisfaction of social motives in 5 points that proves there level job satisfaction of working conditions is high. It is also advisable for regional and division managers to pay more attention to informing employees about the state of affairs at the enterprise, results of financial and economic activity, perspectives of the development of the organization. At the same time, team leaders are badly satisfied with the material rewards; it proved the statement about low wages and salaries in Ukraine even at the biggest Ukrainian mining enterprises. Furthermore, received the least approval in the form of points, that is, material incentives prevail among the proposed motives. But don't forget it have been estimated low managers not top and middle managers.

Thus, the investigation showed there are three groups of team leaders' motives that are material, social and status. As for the biggest Ukrainian mining enterprises, team leaders are most satisfied with status and social motives (social

facilities and infrastructure, public rewards, possibilities of vertical and horizontal career, flexible working hours, “creative” holidays and vacations, etc.) but they are badly satisfied with material rewards (basic wages and salaries, additional wages and salaries (bonuses, allowances, compensation packages), other perks). Consequently, top and middle managers at Ukrainian mining enterprises should pay close attention to staff satisfaction of material motives.

#### References

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