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## **The need to study personnel motivation in Ukrainian organizations**

The problem of human resource management in the context of political and economic instability in Ukraine has become important in all domestic organizations.

Nowadays, the managers are challenged for careful analysis of the situation and developing appropriate measures to resolve this situation. Furthermore, the problem of staff motivation becomes very important for the solution of problems in a period of crisis. It is possible only if we study a phenomenon of motivation and its main aspects in management.

The purpose is to study the essence of the concept of staff "motivation".

The object of this research is to understand what staff motivation means.

The subject of the research is theoretical understanding of the nature of employee motivation as one of the main aspects of organization's success.

To determine the nature of the concept of employee motivation we have identified differences in interpretation between similar concepts. In the literature, instead of the term "motivation" there is another term "stimulation". These terms seem to be the same.

The scientist Kolot A.M. defined stimulation as a process of external influence on a person to encourage him to certain action or it is process of awakening in him certain motives [3]. He understood a motivation as some driving forces that motivate a person to perform certain actions. These forces can have external and internal origin and make a person act consciously or subconsciously. Thus, according to this point of view this stimulation is one of the types of motivation. Motivation is a wider term.

But, according to Russian scientists Travin V.V. and Dyatlova V.A. these two terms are the same. So, stimulation means using some mechanism to increase

person's will in solving different tasks of a certain organization. On the contrary, motivation is a complex of stimulus affecting a person who has some concern in the organization [5].

These concepts are researched by many scientists of different sciences, but mostly they are equivalent. Concerning definition of the concept of motivation the basic scientific opinion is the following: motivation means active driving forces.

So, according to Serbinovsky B.Y. "motivation is encouraging people to act" [4].

Zaitsev G.G. considers "motivation as a phenomenon encouraging individuals, collectives, groups to be active, while meeting their needs" [2].

A broad understanding of the concept of motivation is presented by Utkin E.A.: "motivation is a position of an individual, which determines the degree of activity and a direction of humans actions in a particular situation" [6]. In this definition, the motivation is characterized by two components: the activities and direction.

The staff motivation as an object of management is considered to have two levels, each of the levels has its own characteristics. A quantity of the levels of motivation, which were reviewed by different scientists, is different, but more often in foreign and native literature there are three levels of motivation. These levels are: personal, group, organizational. The authors analyzed the features of staff motivation of each level.

So, at a personal level, there are a long-term, medium-term, short-term motivation of each employee. Moreover, it can be effective in one case and useless in the other one [1], [7]. Experts note that the same methods can be useless in different situations. That is why the motivation at a personal level is characterized by a deep connection with the individual interests of employees, being necessary for a certain period and different approaches. This aspect of motivation becomes important in the current situation. Therefore, great attention should be paid to the adequacy of tasks, abilities, knowledge and personal interests [9], [10]. At this level there is an exchange of knowledge and skills of workers for the tangible and intangible resources of the employer. Very often the worker's interests are not identical to the interests of the

employer. Each of them tries to make less and get more. The workers overestimate their knowledge and skills and require compensation from the employer which is more than real value. On the other hand, some employers try to pay lower wages than the employees deserve [1], [7].

At the group level, there is motivation in effective and efficient teamwork. Such a motivation is reduced to determining the range of tasks, which effective implementation is possible only by group method. This creates optimal conditions for group interaction. The key factors for effective group motivation are group characteristics, leadership and management style. The basic principles of a group motivation are well reasonableness, trust and openness as well [1], [7], [9]. The motivation of group work has its own characteristics. Properly organized group work is an essential condition of motivation at the group level. Creating conditions for group work involves a considered choice of the group methods as the best way to work in a particular situation.

However, despite all the advantages of group work, individual work sometimes brings more great results. The main feature of this level of motivation is to observe the influence of the group on a personal motivation of each employee.

One of the most important aspects of employees' motivation considering current situation in the country is its organization level. At the organizational level staff motivation is carried out by using economic and political methods of stimulation. Important factors in motivation at the organizational level are not only an organization's image and managers' reputation, but also its adequacy to strategic objectives of the organization and environment. Effectiveness of motivation is determined by its social value and the expectations of employees. Principles of organizational motivation are responsibility, handling and balance of the interests of workers of all categories [1], [7], [9].

So, an employee must understand that he or she is an integral part of the organization, and this should become a basis for motivation to work. If you underestimate the contribution of each employee into the company's activities, the motivation at the last level can be greatly affected.

The company's management should pay the greatest attention to long-term and medium-term motivation of recruitment and also the efficiency of work of the company's management at the topical issues.

In this research I carried out a detail analysis of the theoretical part of the essence of staff motivation, as well as focused on its peculiarities in conducting managerial activities in organizations.

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