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# **SCIENCE IN THE MODERN WORLD: INNOVATIONS AND CHALLENGES**



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# **SCIENCE IN THE MODERN WORLD: INNOVATIONS AND CHALLENGES**

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## MODERN APPROACHES FOR IMPROVING STAFF MOTIVATION

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**Abstract.** In the article, approaches to understanding remuneration are analyzed, its main components and principles of organization at enterprises are presented. Such motivation theories as Maslow's hierarchy of needs, Herzberg's two-factor theory, Vroom's expectancy theory, and Adams' theory of justice are studied to provide insight into the factors that influence employee motivation and behavior. In this article, the author emphasizes the balance of material and spiritual incentives and compares motivational approaches in different cultural contexts, emphasizing the need to align motivation systems with organizational goals to create a motivated and productive workforce.

**Key words:** motivation, employees, motivation methods, salary, career development.

**Formulation of the problem.** Employee motivation is one of the central issues in HR management, as it is a direct cause of employee behavior. Orienting employees to achieve the organization's goals is, in fact, the main task of HR management. As a result of changes in the content of work in terms of scientific and technological progress, widespread automation and informatization of production, as a result of an increase in the level of education and social expectations of employees, the importance of motivation has increased even more, complicating the content of this type of management.

Foreign researchers have paid considerable attention to motivation and

incentives in their studies: F. Herzberg, A. Maslow, E. Mayo, Iacocca Li and Chinese authors Yu Xing'an, Yu Wenzhao, Ye Bin, Ge Zhimin, Du Xiujie, Cao Shuxia and others. However, the content of work of a modern employee of an information technology enterprise is constantly changing, as its organizational forms change. In this regard, the topic of the study is relevant.

**The goal** of the article is to study modern approaches to increasing the motivation of enterprise personnel.

**Basic material.** There are different motivation theories based on the content, process, methods, etc. of motivation. The subsequent research in this article is mainly based on the following theoretical foundations.

The famous American psychologist Maslow proposed the famous hierarchy of needs theory in the 1950s. In this theory, “human needs can be divided into five levels: physiological needs, safety needs, social needs, esteem needs and self-actualization needs, and these five levels have internal connections that progress from low to high. When lower-level needs are satisfied, higher-level needs become the dominant factor in motivating motivation and behavior. At the same time, an individual may have multiple levels of needs at the same time, although the degree of needs at each level is inconsistent. Only the one with the strongest individual need is the dominant need” [1].

In the 1960s, American psychologist Herzberg proposed the two-factor theory, also known as the motivation-hygiene theory. This theory posits that satisfaction and dissatisfaction are influenced by different factors. Motivating factors, like job challenges, promotions, and recognition, lead to satisfaction when present but don't cause dissatisfaction when absent. Conversely, hygiene factors, such as wages, benefits, job stability, and work environment, prevent dissatisfaction when present but don't necessarily lead to satisfaction [2].

In modern business management, “the division of motivation and hygiene factors in the two-factor theory is not absolute, but relative. Some factors themselves have two properties” [3]. In the actual management process, enterprises need to fully investigate and research to find out the factors that affect employees' work

enthusiasm and improve work efficiency. Combined with the two-factor theory, analyze whether they are motivating factors or health factors, and take appropriate measures to target the factors that make employees dissatisfied. Eliminate or avoid, enhance or intensify factors that satisfy employees.

In 1964, North American psychologist Victor H. Vroom proposed the expectancy theory, also known as “Valence-Means-Expectation Theory”. The core model is: Motivational Power (M) = Valence (V) \* Expected Value (E). In business management, this formula measures the intensity of employee motivation. Valence represents the value of the goal to the individual, while Expected Value refers to the perceived likelihood of achieving the goal [4].

American psychologist John Stacey Adams proposed equity theory in 1965, also known as social comparison theory. This theory studies “the subjective feeling of the ratio of employees' efforts and rewards compared with other employees. It believes that people will compare their own labor and remuneration with others to judge whether it is fair. At the same time, they will also use their current labor remuneration. Comparing the ratio with the ratio of labor remuneration in the past, this sense of fairness can have a direct impact on people’s enthusiasm for work” [5].

Based on integrating these theories we provide a comprehensive approach to increasing employee motivation, thereby increasing job satisfaction and performance (table 1).

**Table 1**

**Brief description of the theories of staff motivation**

<b>Theory</b>	<b>Author</b>	<b>Definition</b>	<b>Genus</b>
Hierarchy of Needs	Abraham Maslow	Human needs are arranged in a hierarchy; once lower-level needs are satisfied, higher-level needs become the primary motivators.	Five levels of human needs: physiological, safety, social, esteem, self-actualization
Two-Factor Theory	Frederick Herzberg	Satisfaction and dissatisfaction are influenced by different sets of factors. Motivating factors lead to satisfaction; hygiene factors prevent dissatisfaction.	Motivating factors and hygiene factors
Expectancy Theory	Victor H. Vroom	Motivation is determined by the value of the goal to the individual and the expectation that the goal is achievable.	Motivation = Valence * Expectancy
Equity Theory	John Stacey Adams	Employees assess fairness by comparing their effort-reward ratio with others' and their past experiences, impacting their motivation.	Fairness in the ratio of effort to reward

These motivation theories provide diverse perspectives on what drives employees' motivation and behavior in the workplace:

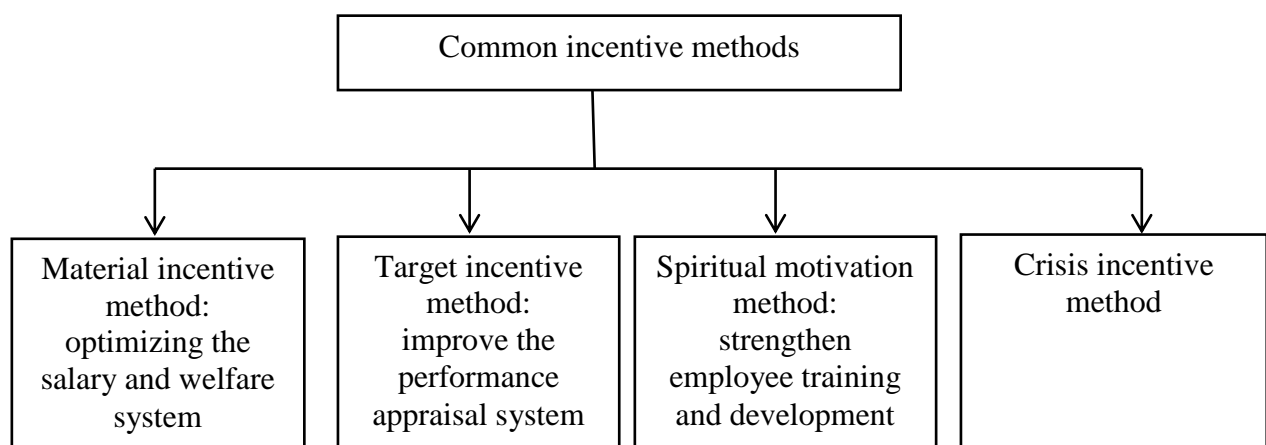
Maslow's Hierarchy of Needs emphasizes the progression of human needs from basic physiological needs to higher-level self-actualization needs. It highlights that unmet lower-level needs dominate behavior until they are satisfied.

Herzberg's Two-Factor Theory distinguishes between factors that cause job satisfaction (motivators) and those that prevent dissatisfaction (hygiene factors). This theory suggests that improving job satisfaction requires addressing both types of factors.

Vroom's Expectancy Theory focuses on the cognitive process of evaluating the value of a goal and the likelihood of achieving it. This theory implies that motivation can be enhanced by increasing the perceived value of the outcomes and the confidence in achieving them.

Adams' Equity Theory examines the role of fairness in motivation. It suggests that employees' motivation is influenced by their perception of equity in the workplace, prompting them to seek balance between their efforts and rewards.

As mentioned above, the current methods of motivating employees in business management are mainly divided into two categories: material incentives and spiritual incentives. Based on the demand theories of different scholars above, we can subdivide them into the methods which are shown in fig. 1.



**Fig. 1. Common incentive methods**

### 1. Material incentive method: Optimizing the salary and welfare system.

According to Maslow's demand theory, salary is the most basic and crucial motivation. It compensates employees for their work and covers the company's operating costs.

A reasonable salary meets employees' basic needs and enables them to pursue higher needs, benefiting both the company and employees by providing future prospects and achieving a win-win situation.

### 2. Target incentive method: improve the performance appraisal system.

From Vroom's expectancy theory, setting performance goals and rewarding employees based on their efforts can significantly motivate them. An effective performance appraisal system must objectively and fairly evaluate employees, reflecting the value they create for the company. By establishing fair competition and assessing employees' skills and professionalism, the company can provide targeted rewards and penalties, improving work attitudes and encouraging professional development.

### 3. Spiritual motivation method: strengthen employee training and development.

Increase employees' work skills through training and meet employees' training needs from a spiritual perspective. Different employees have different pursuits of personal development. Company should attach great importance to employees' training needs and support their growth. Excellent employees are also the company's most valuable asset. This kind of non-material incentive is more popular among various enterprises and various employees.

### 4. Crisis incentive method.

Companies instill the concept of crisis into their employees, allowing them to face pressure and crises to motivate them to work actively. Promote employees to think and explore the living environment and organizational development in a timely manner, thereby improving the crisis management awareness of all members.

Each country's corporate employee incentive system relies on its own culture. Methods of personal motivation in different countries are presented in table 2.

**Table 2****Methods of personal motivation in different countries**

<b>Country</b>	<b>Key concepts</b>	<b>Key methods of motivation</b>
China	Confucianism, Collectivism	Group-based rewards, long-term job security, emphasis on social harmony
USA	Individualism, Achievement	Performance-based bonuses, stock options, individual recognition
Japan	Lifetime Employment, Seniority System	Seniority-based pay, emphasis on teamwork, long-term job security

For example, in China, Chinese companies emphasize Confucianism and collectivism. Confucianism: emphasizes harmony, respect for hierarchy, and loyalty. Collectivism: valuing collective achievement and social harmony over individual achievement. Incentive methods emphasize group rewards and recognition. Focus on long-term job security and stability.

America values individualism and achievement. Individualism: emphasis on personal achievement and autonomy. Achievement: focused on setting and achieving personal and organizational goals. The main methods of motivating corporate employees are: performance-based bonuses and promotions. Stock options and individual recognition plans.

Japanese companies adopt lifelong employment and seniority systems: lifelong employment: committed to long-term employment and job security. Seniority system: promotions and rewards based on length of service and loyalty. The main methods of motivating corporate employees: salary and promotion based on seniority. High emphasis on teamwork and group harmony.

To sum up, only by scientifically selecting the incentive method suitable for the enterprise and applying it according to specific situations can we achieve the desired incentive effect. In the future development of enterprises, talents will be the core competitiveness. The key to winning competitiveness lies in how to stimulate employees' work motivation. We must pay attention to employee motivation methods. Only in this way can we win in today's complex and ever-changing environment.

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