

Dashutina Liudmyla,

*PhD in Economics, Associate Professor, Associate Professor of Management
Department named after Professor L.I. Mykhailova, Sumy National Agrarian
University*

ORCID ID: <https://orcid.org/0000-0002-6421-816X>

Joshua Linus Baka,

*Post graduate student of Management Department named after Professor L.I.
Mykhailova, Sumy National Agrarian University*

ORCID ID: <https://orcid.org/0009-0009-3260-534X>

Directions for optimizing enterprise management by personnel motivating

Л. О. Дашутіна,

*к. е. н, доцент, доцент кафедри менеджменту імені професора Л.І.
Михайлової, Сумський національний аграрний університет*

ORCID ID: <https://orcid.org/0000-0002-6421-816X>

Джошуа Лінус Бака,

*аспірант кафедри менеджменту імені професора Л.І. Михайлової, Сумський
національний аграрний університет*

ORCID ID: <https://orcid.org/0009-0009-3260-534X>

Напрями оптимізації управління підприємством шляхом мотивації персоналу

This article explores the critical significance of motivation systems in enhancing the management of enterprises. Motivation, as a driving force influencing individual behavior and performance within organizations, holds substantial importance for achieving sustained success. The vital problems addressed include talent retention challenges in a competitive job market, the connection between

employee motivation and organizational performance. In addition, the article examines the need for motivation strategies that can accommodate the varied potentials of a modern and diverse workforce. By thoroughly examining these issues, organizations can gain insights into designing and implementing effective motivation systems, thereby fostering a work environment conducive to both individual and organizational achievement.

Moreover, the ever-evolving nature of the business environment presents new challenges that necessitate flexibility and resilience from both employees and management. This gave the room of the exploration of how motivation systems can be lively and responsive to changes, enabling enterprises to direct uncertainties and take advantage on emerging opportunities. The task lies in identifying motivation strategies that are not only effective in the short term but also sustainable in the face of evolving market trends, technological advancements, and global economic shifts. Therefore, the next component outlined by the authors in the article is the study of the relevance of motivation systems. The relevance of motivation systems in benefiting the management of an enterprise is a multifaceted issue that necessitates careful examination. Addressing the challenges associated with talent retention, by researching into these challenges, enterprises can gain valuable enlightenment into the plan and implementation of effective motivation systems, ultimately contributing to the achievement and sustainability of the organization.

So, in the course of research, the authors found out that the development of motivation systems allows the management to create a favorable atmosphere in the workplace, increase the level of employee satisfaction, which, in turn, helps the enterprise to achieve strategic organizational goals. And motivated employees, in turn, are characterized by loyalty, high morale, which increases their commitment to the organization's values and goals.

У цій статті досліджується критичне значення систем мотивації для покращення управління підприємствами. Мотивація, як рушійна сила, що впливає на індивідуальну поведінку та результати діяльності організацій, має велике значення для досягнення стійкого успіху. Серед життєво важливих

проблем, які розглядаються, - проблеми утримання талантів на конкурентному ринку праці, зв'язок між мотивацією працівників та ефективністю організації. Крім того, у статті розглядається потреба в мотиваційних стратегіях, здатних врахувати різноманітні потенціали сучасної та різноманітної робочої сили. Ретельно вивчивши ці питання, організації можуть отримати уявлення про розробку та впровадження ефективних систем мотивації, тим самим сприяючи створенню робочого середовища, сприятливого для індивідуальних та організаційних досягнень.

Більше того, бізнес-середовище, що постійно змінюється, ставить нові виклики, які вимагають гнучкості та стійкості як від працівників, так і від керівництва. Це дає простір для дослідження того, як системи мотивації можуть бути живими та реагувати на зміни, дозволяючи підприємствам спрямовувати невизначеності та використовувати нові можливості. Завдання полягає у визначенні стратегій мотивації, які будуть не лише ефективними в короткостроковій перспективі, але й стійкими в умовах мінливих ринкових тенденцій, технологічного прогресу та глобальних економічних зрушень. Тому наступною складовою, що окреслюється авторами у статті, є дослідження релевантності систем мотивації. Релевантність систем мотивації в управлінні підприємством є багатограним питанням, яке потребує ретельного вивчення. Досліджуючи проблеми, пов'язані з утриманням талантів, підприємства можуть отримати цінну інформацію для планування та впровадження ефективних систем мотивації, що в кінцевому підсумку сприятиме досягненню та стійкості організації. Отже, в ході досліджень авторами з'ясовано, що розробка систем мотивації дозволяє керівництву формувати сприятливу атмосферу на робочому місці, підвищувати рівень задоволеності працівників, що, у свою чергу, допомагає підприємству досягати стратегічних організаційних цілей. А мотивовані працівники, в свою чергу, характеризуються лояльністю, високим моральним духом, що підвищує їхню відданість цінностям та цілям організації.

Keywords: managerial ability, enterprise, management, corporate social responsibility, motivating staff, personnel management, personnel development, HR-management, motivation, success.

Ключові слова: управлінські здібності, підприємство, менеджмент, корпоративна соціальна відповідальність, мотивація персоналу, управління персоналом, розвиток персоналу, HR-менеджмент, мотивація, успішність.

Statement of the problem: In the complex terrain of modern business, the effective management of enterprises is a multifaceted challenge that requires a comprehensive understanding of various organizational elements. One vital characteristic that significantly impacts the success of an enterprise is the motivation system in place. Motivation, defined as either internal and external factors that drive individuals or organization to achieve their organizational goals, and this plays a significant role in shaping the behavior, performance, and satisfaction of employees within an enterprise. Notwithstanding its recognized importance, the relevance of motivation systems and their impact on enterprise management remains a question that warrants careful examination.

One of the main challenges confronted by enterprises today is the retention and employment of talented individuals. In a period of time where competition for skilled professionals is intense, organizations need to create an environment that not only appeals top talent but also nurtures their commitment and productivity. The question arises: How can motivation systems be strategically planned to address the unique needs and expectations of employees, thereby contributing to effective enterprise management.

Analysis of recent studies and publications. One of the foremost challenges faced by enterprises is the attraction and retention of skilled and motivated employees. Meyer and Allen's (1991) seminal work on the three-component model of organizational commitment emphasizes the importance of affective commitment, which is meticulously tied to an individual's emotional attachment and identification with the organization. Motivation systems that foster a sense of belonging, purpose,

and professional growth have been identified as crucial factors in reducing turnover intentions (Eisenberger et al., 2001; Maertz et al., 2007). Organizations that invest in inclusive motivation strategies are better positioned to retain top talent, ensuring stability and continuity in their workforce. Research by Cox and Blake (1991) introduced the concept of diversity management, emphasizing the importance of creating an inclusive work environment. Motivation systems that recognize and accommodate diverse needs contribute to employee satisfaction and engagement (Cox, 1994; Shore et al., 2009).

Identification of unexplored parts of the overall problem. Tailoring motivation strategies to address the distinct requirements of a diverse workforce develops a culture of equity and inclusivity, positively impacting organizational performance.

The purpose of the article. The purpose of this article is to investigate case studies from the real world, evaluate different motivational theories and models, and offer insights into the strategic role that motivation systems play in promoting a healthy corporate culture.

Summary of the main material. Motivation is basically the process of stimulating people to act. It is the process of stimulating the employees in an organization to work in a predetermined way so as to achieve the organizational goals. At the center of this idea, there are three important sub-concepts. These include the Motive, the Motivation, and the Motivator. The motive explains the inner state of mind that introduce and regulate attitude towards organizational goals. They correspond directly to the needs of individuals [1].

The motivation this is the process of stimulating actions or activities by comprehending the needs of employees and by optimizing their motives.

The motivator is the person with the ability to stimulate and maximize the chance to motivate by using monetary or non-monetary concept of motivation such as pay bonuses, promotion, paid holidays etc. Motivation performs a very crucial role in an organization, profit, or non-profit. The organizational process of direction

is determined mainly by the method of motivation as it forms within the employee's mind to desire to function in the path determined by the organizational manager. To understand the relevance of motivation system in an enterprise, it is imperative to have a background look at the Maslow's Hierarchy of Needs Theory [2]. Human behavior is goal-oriented and motivation causes this behavior. Motivation helps a person to understand his needs and tackle his human needs intentionally. The need hierarchy model is the best way to understand human motivation factors and the influence of the same.

Abraham Maslow had proposed the hierarchy of needs theory in 1943 based on an assumption that there is a hierarchy of five needs in human life. The urgency and importance may vary from person to person [3].

The needs are classified into five categories as per the theory in an order to understand their importance and relevance to humans.

- **Physiological Needs:** The needs which are important for human survival and maintenance are called Physiological needs. They are considered basic needs or amenities such as shelter, food, clothes, water, air, etc.
- **Safety Needs:** The needs which help a human feel protected and secured are called the safety needs of a human. These needs could be physical safety, emotional safety, environmental safety or even protection of life and family.
- **Social Needs:** Humans are called Social animals as they need love and affection. There is always a need for care from family and friends.
- **Esteem Needs:** There are two factors to esteem needs. Esteem needs could be internal or external. Internal esteem needs confidence, freedom, self-respect, etc. External esteem needs attention, recognition, power, etc.
- **Self-Actualization Needs:** This need includes a certain urge to become what you think you have the potential to become. This need is directed more towards the growth and success of an individual. These types of needs are insatiable needs. The more knowledge a person gains the more he believes in his capabilities and in turn there would never be a feeling of saturation of these types of needs.

On this theory, Maslow believes that human needs are unsatisfactory but are the base of motivation for humans. He has divided these above needs into two categories. The Higher-order needs and the lower-order needs. The Physiological and safety needs are lower-order needs as they can be satisfied externally. The other three needs are classified as higher-order needs - social, esteem and self-actualization as they can be only satisfied internally. As an organization or an employer, it is important that the lower-order needs of the employees are satisfied to promote motivation [4].

In view of the above, there are as it were implications of Maslow's Hierarchy of Needs Theory, these include:

- An employer needs to ensure the employees are paid enough to meet their physiological needs and should be allotted meal times at intervals.
- An employer needs to ensure the employees feel they are safe, secured and protected. For example, providing job security, insurance privileges, retirement benefits, etc.
- An employer needs to ensure the employees are promoted to work as a team and organize social events to give an opportunity to the employees to know the team on a social level as well.
- An employer needs to ensure the employees are appreciated for their contribution and good performance should receive recognition. There could be an award ceremony held to appreciate and recognize the efforts of the employees. A promotion or growth opportunities should be considered as well.
- An employer needs to ensure the employees are given opportunities to upskill and move up the ladder in the organization by accepting more responsibilities [5].

Furthermore, just like every theory has an arguable limitations and debatable positions, here are a few Limitations of Maslow's Hierarchy of Needs Theory:

- The theory assumes that the needs of all individuals are the same and that the motivation driving factors would be the same as well in every individual. An

individual is always driven by the most important and powerful unsatisfied need, which could be different for every individual.

- The theory is not empirically supported, we cannot apply the same theory for every employee in an organization.
- The theory is not applicable to all professions or professionals. Even if an artist's physiological needs are not met the artist would still strive for recognition.

Motivation is very important for an organization because of the following benefits it provides:

- Sets human resources potential into action.

Every establishment requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources potential can be utilized by making full use of it. This can be done by building capacity willingness in employees to work. This will help the enterprise in securing best possible utilization of resources [6].

- Increases level of efficiency of employees.

The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will Increase in productivity, reducing cost of operations, and improving overall efficiency.

- Propels the achievement of organizational goals.

The goals of an enterprise can be achieved when there is a co-operative work environment, the employees are goal-directed and they act in a purposive manner, goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.

- Building a friendly work relationship.

Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and concepting an incentive plan for the benefit of the employees [7]. This could initiate the following things: Monetary and non-

monetary incentives, promotion opportunities for employees, disincentives for inefficient employees [8].

In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in:

- 1) Effective co-operation which brings stability,
- 2) Industrial dispute and unrest in employees will reduce,
- 3) The employees will be adaptable to the changes and there will be no resistance to the change,
- 4) This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests,
- 5) This will result in profit maximization through increased productivity.

- Stability of work force.

Stability of workforce is very important from the point of view of reputation and goodwill of a concern [9]. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people [10]. As it is said, “Old is gold” which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise [11].

Conclusions and suggestions. In developing in motivation systems, management can build a friendly work environment, enhance employee satisfaction, and in the end, this will propel the enterprise towards achieving its strategic organization goals. As industries evolve, understanding and leveraging the influence of motivation systems will remain a key factor of effective and sustainable management practices [12]. A well-motivated workforce is loyal and has developed levels of morale, becoming more committed to the values of the organization and its goals.

Література

1. Beck R. C. Motivation: Theories and principles: 5th ed., New York: Pearson, 2004. 480 p.
2. Csikszentmihalyi M. Finding Flow: The Psychology of Engagement with Everyday Life, New York: Basic Books, 1997. 192 p.
3. Deci E. L., Olafsen A. H. and Ryan R. M. Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*. 2017. Vol. 4, P. 19-43. URL: <https://doi.org/10.1146/annurev-orgpsych-032516-113108> (дата звернення: 12.05.2024).
4. Deci E. L., Ryan, R. M., Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian psychology/Psychologie canadienne*. Vol. 49(3), P.182. URL: <https://www.semanticscholar.org/paper/Self-determination-theory%3A-A-macrotheory-of-human-Deci-Ryan/a32f3435bb06e362704551cc62c7df3ef2f16ab1> (дата звернення: 05.06.2024).
5. Deckers L. Motivation: Biological, psychological, and environmental: 4th ed., Boston: Pearson, 2014. 464 p.
6. DeCatanzaro D. A. Motivation and emotion: Evolutionary, physiological, developmental, and social perspectives. New York: Prentice-Hall, 1999. 352 p.
7. Edwards D. C. Motivation and emotion: Evolutionary, physiological, cognitive, and social influences. New York: SAGE Publications, 1998. 488 p.
8. Ferguson E. D. Motivation: A biosocial and cognitive integration of motivation and emotion. New York: Oxford University Press, 2000. 398 p.
9. Fowler S. Master your motivation: Three scientific truths for achieving your goals. Oakland: Berrett-Koehler Publishers, 2019. 398 p.
10. Franken R. E. (2006), Human motivation: 6th ed., Belmont: Wadsworth Thomson Learning, 2006. 464 p.

11. Gallwey W. T., Hanzelik E. and Horton J. *The Inner Game of Stress: Outsmart Life's Challenges and Fulfill Your Potential*. New York: Random House, 2009. 240 p.

12. Gollwitzer P. M. and Bargh J. A. *The psychology of action: Linking cognition and motivation to behavior*. New York: Guilford Press, 1996. 683 p.

Reference

1. Beck, R. C. (2004), *Motivation: Theories and principles*, 5th ed, Englewood Cliffs, Prentice Hall, New York, USA.

2. Csíkszentmihályi, M. (1997), *Finding Flow: The Psychology of Engagement with Everyday Life*, NY: Basic Books, New York, USA.

3. Deci, E. L., Olafsen, A. H. and Ryan, R. M. (2017), "Self-determination theory in work organizations: The state of a science", *Annual Review of Organizational Psychology and Organizational Behavior*, vol. 4, pp. 19-43. available at: <https://doi.org/10.1146/annurev-orgpsych-032516-113108> (Accessed 4 May 2024).

4. Deci, E. L. and Ryan, R. M. (2008), Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian psychology/Psychologie canadienne*, vol. 49(3), pp.182.

5. Deckers, L. (2014), *Motivation: Biological, psychological, and environmental*, 4th ed, MA: Allyn & Bacon, Boston, USA.

6. DeCatanzaro, D. A. (1999), *Motivation and emotion: Evolutionary, physiological, developmental, and social perspectives*. Prentice-Hall, Upper Saddle River, NY, USA.

7. Edwards, D. C. (1999), *Motivation and emotion: Evolutionary, physiological, cognitive, and social influences*. Sage, Thousand Oaks, CA, USA.

8. Ferguson, E. D. (2000), *Motivation: A biosocial and cognitive integration of motivation and emotion*. Oxford University Press, New York, USA.

9. Fowler, S. (2019), *Master your motivation: Three scientific truths for achieving your goals*. Berrett-Koehler Publishers, Oakland, USA.

10. Franken, R. E. (2006), *Human motivation*, 6th ed, Wadsworth Thomson Learning, Belmont, USA.
11. Gallwey, W. T., Hanzelik, E. and Horton, J. (2009), *The Inner Game of Stress: Outsmart Life's Challenges and Fulfill Your Potential*. Random House, NY, USA.
12. Gollwitzer, P. M. and Bargh, J. A. (1996), *The psychology of action: Linking cognition and motivation to behavior*. Guilford Press, New York, USA.