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## **THEORETICAL AND METHODOLOGICAL FEATURES OF MOTIVATION EFFECTIVE SYSTEM FORMATION OF ENTERPRISES WORKERS**

**Анотація.** The article confirms the relevance and importance of personnel development and their motivation for increasing labor productivity. The theoretical development of the research is the study of various scientific approaches to the interpretation of the essence of "motivation" and clarification of this concept. Motivation has been defined as the process whereby goal-directed actions are initiated and continual. In expectancy-value theory, motivation is a function of the anticipation of accomplishment and perceived value. The concept of motivation theory has been a buildup from Maslow and Herzberg with a distinctive definition and characteristics which is applicable in the modern day to day activities in management in a bid to find accurate stimulators of the workforce in an organization.

Although each sheds light on specific aspects of motivation, each of necessity neglects others. The diversity of theories creates confusion because most have areas of conceptual overlap and disagreement, and many employ an idiosyncratic vocabulary using different words for the same concept and the same word for different concepts. The conducted studies give reasons for the authors to claim that, each contemporary theory nonetheless contributes a unique perspective with potentially novel insights and distinct implications for practice and future research.

There are factors that motivates employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others.

There are systematic methods of motivation which organizations past and present used and are still using. They include Coercion (coercion), Reward, Solidarity (identification) and Adaptation. As a result of the study, conclusions were drawn and a number of proposals were developed regarding the need for priority measures. Today, a large number of companies in the world use the method remuneration, and therefore practices staff profit sharing.

**Keywords:** motivation, theories of motivation, factors that motivates employees, organizational culture.

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## **ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ ОСОБЛИВОСТІ ФОРМУВАННЯ ЕФЕКТИВНОЇ СИСТЕМИ МОТИВАЦІЇ ПРАЦІВНИКІВ ПІДПРИЄМСТВА**

**Анотація.** Теоретичним доробком дослідження є вивчення різних наукових підходів до тлумачення сутності «мотивація» та уточнення даного поняття. Мотивацію було визначено як процес, за допомогою якого починаються та тривають цілеспрямовані дії. У теорії очікуваної цінності мотивація є функцією очікування досягнення та сприйнятої цінності. Концепція теорії мотивації була розробкою Маслоу та Герцберга з чітким визначенням і характеристиками, які застосовуються в сучасній повсякденній діяльності в управлінні, щоб знайти точні стимулятори робочої сили в організації.

Хоча кожен проливає світло на конкретні аспекти мотивації, кожен з необхідності нехтує іншими. Різноманітність теорій створює плутанину, оскільки більшість з них мають області концептуального збігу та розбіжності, і багато хто використовує своєрідний словник, використовуючи різні слова для того самого поняття та те саме слово для різних понять. Проведені дослідження дають підстави авторам стверджувати, що кожна сучасна теорія пропонує унікальну перспективу з потенційно новими ідеями та чіткими наслідками для практики та майбутніх досліджень.

Існують фактори, які мотивують працівників до кращої продуктивності, охоплюючи кілька важливих факторів: залученість співробітників, організаційне бачення та цінності, визнання та вдячність керівництва за добре виконану роботу, загальна автентичність керівництва, фінансова винагорода та просування по службі серед інших.

Існують систематичні методи мотивації, якими користувалися і користуються організації в минулому і сьогодні. Вони включають примус (примус), винагороду, солідарність (ідентифікація) і адаптацію. В результаті дослідження зроблено висновки та напрацьовано ряд пропозицій щодо необхідності першочергових заходів. Сьогодні велика кількість компаній у світі використовує метод винагороди, а тому практикує розподіл прибутку персоналу.

**Ключові слова:** мотивація, теорії мотивації, фактори мотивації працівників, організаційна культура.

**Formulation of the problem.** In modern economic conditions, the question of increasing the efficiency of operations and strengthening competitiveness on the market is a pressing issue for every enterprise. Scientists and practitioners have proven that the main driving force of enterprise development today is personnel. It is the human factor that makes it possible to obtain a significant increase in productivity and labor efficiency, contributes to the growth of the company's profits. The main factor in activating the labor activity of human resources, increasing their contribution to the enterprise's activity is motivation. No enterprise will function effectively if an optimal system of staff motivation is not developed, which would encourage everyone to work productively to achieve personal and enterprise goals.

**Analysis of recent research and publications.** Important aspects of the formation and development of the methodological concept of motivation are highlighted by Ukrainian and global scientists as Shvydanenko H. O., Nikolajchuk O. A., Oksana Lyutko, Olha Doronina, Pinder C. C., Terence R. Mitchell and others. However, the methodological features of concept of Motivation are still in discussion, so the concept of motivation is yet to be fully developed.

**The purpose of the article** Is the study of the Methodological features of concept of Motivation and to understand the major theories of motivation that is systematized in the functions of an enterprise.

**Presenting main material.** Theories of motivation stress different factors that contribute to job satisfaction. Both intrinsic and extrinsic motivated behaviour reflect the various theories that can be adopted in an attempt to understand motivation behaviour. Maslow (1946) and Herzberg (1968) are content theorists who stress on the satisfaction of needs. Maslow (1946) and Herzberg (1968) theory focuses on the question of what arouses, sustains and regulates goal directed behaviour that is what particular things motivate people. There is the assumption that everyone responds in much the same way to motivating pressures and that there is, therefore one best way to motivate everybody and it focuses on the needs of an individual. Vroom (1969), Porter and Lawler (1968) who are process theorists emphasize on the process of motivation and importance of rewards.

Ukrainian scientists A. Kolot and S. Tsymbaliuk, authors of the textbook "Motivation management", thoroughly consider the theoretical and methodological and applied aspects of employee motivation, analyze theories of motivation and their impact on personnel management practice, describe modern approaches, methods and tool, with the help of which the labor activity of employees is intensified, but do not substantiate the essence of the concept of "motivation management". They characterize it as a component of corporate management (Kolot & Tsymbaliuk, 2014, p. 36), noting that "the human is the main resource, the greatest value and goal of economic development. The root causes of increasing this role are related to the fact that human resources (staff) has become the bearer of the most popular competitive qualities, which are knowledge, intelligence, motivation, competence" (Kolot & Tsymbaliuk, 2014, pp. 28–29). Thus, we can assume that these authors understand motivation management as the process of human resource management.

The process theory on the other hand changes the emphasis from needs as in content theory to the goals and processes by which workers are motivated.

They attempt to explain and describe how people start, sustain and direct behaviour aimed at the satisfaction of needs or the elimination or reduction of inner tension. It focuses on the rewards of the individual. Armstrong (2007) stated that Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance.

The lower-level needs (psychological, safety and social) are at first predominant: people's behaviour is directed towards satisfying these needs. Once the lower-level needs are met, people direct their behaviour toward satisfying their need for self-esteem and self-actualisation (the ultimate motivator). Safety needs i.e. a person needs for security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met. Social needs i.e. a person's needs for affection, belongingness, acceptance, and friendship. Esteem needs i.e. a person's needs for internal esteem factors, such as self-respect, autonomy, and external esteem factors, such as status, recognition and attention. Self-actualisation i.e. a person's needs for growth, achieving one's potential, and self-fulfilment; the drive to become what one is capable of becoming. Wahba & Bridwell (1976), found little evidence for the ranking of needs that Maslow described or for the existence of a definite hierarchy at all. Hofstede (1984) described the order in which the hierarchy is arranged (with self-actualization as the highest need) as being ethnocentric. Cianci and Gambrel (2003) reinforces these criticisms in their argument that: "Maslow's hierarchy of needs fails to illustrate and expand upon the difference between the social and intellectual needs of those raised in individualistic societies and those raised in collectivist societies.

The needs and drives of those in individualistic societies tend to be more self-centered than those in collectivist societies, focusing on improvement of the self, with self-actualization being the apex of self-improvement.

In collectivist societies, the needs of acceptance and community will outweigh the needs for freedom and individuality". In an article by Bennett (2009), he stated that while Maslow's theory has its uses, most modern management experts and psychologists regard it with some suspicion. One obvious criticism is that the hierarchy doesn't take into account acts of selflessness, bravery, charity and heroism. Herzberg (1968) proposed another well-known approach which is also known as motivatorhygiene. This theory implies that there are two different sets of factors, hygiene and motivators or satisfiers, which affect individual motivation and job satisfaction (Ott, 1989). Herzberg (1968), discovered that there were certain factors associated with job satisfaction (motivation factors) which are those factors that are related to the content of one's job and are 17 necessary to maintain a reasonable level of motivation among employees, such as the nature of the work itself, the possibility for growth, responsibility, advancement, recognition and status.

A completely different set of factors are associated with dissatisfaction which are referred to as hygiene or maintenance factors. For instance, inadequate monthly salary to employees could cause dissatisfaction at work when hygiene factors are absent, for example, when good relations with supervisors and peers, good pay and working conditions, job security and among others are absent (Herzberg et al, 1959; Ott, 1989). However, a high salary would not necessarily cause job satisfaction.

Herzberg (1968) work challenged the central thesis of Taylorism that job satisfaction was one-dimensional, ranging along a continuum from satisfaction to dissatisfaction. Instead, Herzberg (1968) found motivation to be two-dimensional. Herzberg's (1968) theory has been labelled as the two-factor theory. Moreover, the hygiene factors, if correct, did not cause any dissatisfaction, neither did they motivate workers. However, when they were not right, they led to dissatisfaction and exerted negative impact. Thus, supervisor's ought to look for the motivators. When management provides employees with the motivators such as recognition, acceptance and responsibility, job satisfaction is obtained and motivation is high. If such factors are not right, job satisfaction and therefore motivation will be lacking. Hackman and Oldham (1976) noted that the theory does not allow for individual differences, such as particular personality traits, which would affect individuals' unique responses to motivating or hygiene factors. Mullins (2006) agrees that the motivation-hygiene theory by Herzberg has extended Maslow's hierarchy of need theory and is more directly applicable to the work situation.

Herzberg's theory suggests that if management is to provide positive motivation then attention must be given not only to hygiene factors, but also to the motivating factors. McClelland (1988) suggests the need to satisfy basic human needs: achievement, power and affiliation. Employees are said to accomplish the most when they have a need for high achievement. Employees with the strong need for achievement tend to set goals that are moderately difficult, to set out feedback on their performance, and to generally preoccupy with accomplishment. Employees differ in the extent to which they experience need for achievement, affiliation and power. The theory is not preoccupied in specifying a hierarchical relationship among the needs but first three motives correspond roughly to Maslow's selfactualization, esteem and love needs.

Many attempts have been made to classify needs because of the long standing debate as to how many categories of needs exist. Some claim there are only two needs while others say there are seven and Existence, Relatedness, and Growth theory is a well-known simplification. Alderfer (1972) reorganizes Maslow's needs hierarchy into three levels: Existence (Physiological and safety), Relatedness (social) and Growth (esteem and selfactualization). Alderfer (1972) maintains the higher and the lower order needs who agree with Maslow (1946) that satisfied needs motivate individuals. Therefore, based on Maslow (1946) work managers or leaders are expected to meet the lower-level needs of their employees so that they will not dominate the employee's motivational process. Management should get to know the people's needs and to meet them as a means of increasing performance. Unlike Maslow (1946) theory, the results of Alderfer (1972) work suggest that lower-level needs do not have to be satisfied before a higher-level need emerges as a motivating influence. Existence, Relatedness, and Growth Theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore, if a person's needs at a particular level are blocked then attention should be focused on the satisfaction of needs at the other levels (Mullins, 2006).

Table 1 - Linking Maslow's, Alderfer's and Herzberg's Theories of Motivation

Maslow's Hierarchy of Needs	Alderfer's ERC Theory	Herzberg's Two Factor Theory
PHYSIOLOGICAL	EXISTENCE	HYGIENE FACTORS
SAFETY		
LOVE	RELATEDNESS	
ESTEEM		
SELF ACTUALISATION	GROWTH	MOTIVATORS

Source: Mullins, 2006

Factors that motivates employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful" (SHRM, 2010). Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behaviour includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel & Metcalf, 2005 cited in SHRM, 2010). Perry (2006) did emphasise that employees who participate in their organization's decisionmaking processes and who feel that they have a voice in

the company have a higher job satisfaction. 24 Employees are often motivated differently and to develop a work environment that promotes motivation, organizations need to know what is important to their employees and then to emphasize these factors.

In fact, some companies and researchers are beginning to look at “work spirituality” - not in a religious sense, but in a sense that what an employee does aligns with his or her greater sense of life and purpose. Aside from monetary gain, work provides people with fulfilment on various levels, from earning a living and “doing good work” to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible (Brian, 2013). How employees are treated is a strong determinant of employee motivation and performance. Lawler (2003) emphasizes that “treating people right is fundamental to creating organizational effectiveness and success. It is also easier said than done.” According to Lawler (2003), this includes “a highly complex set of actions on the part of both organizations and employees. Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing.” This winning combination for performance requires a partnership between the organization and the employees. Lawler (2003) states: “One can’t succeed without the other. To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals.

The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying.” To describe this mutually beneficial relationship, he uses the term virtuous spiral, a relationship that occurs when the organization values its employees, and in return, workers are committed to high performance. 25 Performance is carefully noted at all levels of the organization. No matter an individual’s title, everyone has the opportunity to lead in some capacity and have a positive impact on performance. Understanding the value that can be achieved through different roles is one way of providing motivation, performance and thus leadership skills. Workers have better results when they can identify with those they serve. Specifically, face-to-face interactions and task significance are key drivers for motivation and performance. Making human connections is critical for motivation, leadership and high job performance. Motivation and performance increase simply by an employee’s awareness of the impact of his or her job on others. Llopis (2012) also stated that trust is a powerful motivational tool and those leaders that are more transparent with their employees will find surprising results and new types of opportunities to develop talent. Every organization is characterized by a particular type of reward structure, often differing from person to person and from department to department.

LeBoeuf (1985) stated that “what gets rewarded gets done.” If you want more of something in an organization, simply increase greater reward for that behaviour. If you want less of an activity in an organization, simply reduce the rewards or increase the punishment or disapproval for that behaviour. People respond to incentives.

Money is often the first factor to come to mind, but successful managers will see that as just one part of a larger picture of incentives that drives employees to excel at their jobs. Some workers will dedicate greater time and effort for the opportunity to increase their pay through raises, bonuses or promotions. Others may be happy to accept a less competitive pay package in exchange for doing work that they enjoy. Maintaining these rewards system motivates many employees to stay with a business and do well in the organization. Perhaps the most important factor on this list is the ability to advance. Employees are extremely motivated to achieve if this means that advancement awaits them. This requires employees to be mindful of opportunities that lie around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement. Remember, just because your employees may be relevant, it doesn't guarantee advancement. So make it a point to help them get there. Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

Work motivation today is one of the driving forces that help in solving a complex of socio-economic problems. Methods of employee motivation may be different. But mostly they depend on the system stimulation and management at the enterprise. A large number of companies and firms our country uses traditional mechanisms of material motivation, such as fixed salary, one-time bonuses, etc., no using the experience of applying modern methods of personnel motivation companies of developed market economy countries

Methods of motivating employees are part of organizational culture. Many scientists share their opinions about modern work methods personnel and divide them differently. Therefore, let's first consider the methods motivation of the staff on the one hand.

Table 2 - Basic methods of motivating personnel

Methods of motivation	The essence of the method
Coercion (coercion)	Based on the feeling of fear of being punished, for example, in the material sphere, coercion is connected with fines, dismissals, transfer to another, a low-paid position or job. In the socio-psychological field of management, the method of coercion most often uses forms associated with fear public humiliation, insults and stress. Man, fearing to be offended or worried about your health, becomes submissive
Reward	Based on the system of economic and non-economic stimulation of highly productive work.

Solidarity (identification)	Development of employees' own values and goals, which close to the values and goals of the organization being achieved through persuasion, education, training and creation favorable organizational climate in the organization. At employees perceive these motives as internal. IN as a result, employees begin to consider well-being of the organization as the basis of its well-being, and her successes and failures - as her personal.
Adaptation	As a method of motivation, most applicable for managers middle and even upper levels of management. He allows employees to influence the goals and objectives of the company organizations, adapting them partially to their goals. People are more willing to follow their attitudes than strangers. The strength of this method of motivation is, first of all, that that of employees who influence the goals and objectives organization, a sense of co-ownership appears, accomplice in the most important strategic issues the existence of the organization or its unit.

Source: scaled based

Today, a large number of companies in the world use the method remuneration, and therefore practices staff profit sharing. Available on keep in mind that with additional profit of the enterprise with the help of growth productivity and quality, profits are shared between the company and the staff.

**Conclusion:** Motivation is very much needed for employees in an organization to be productive, and management or leadership style has an important role to play. Motivation is not always based on financial rewards, but non-financial rewards methods can also be used to derive the best out of employees. Although individuals have their expectations, it is the leadership's responsibility to develop and align with theories that are suitable to bring job satisfaction to their employees.

Based on the research of Ukrainian and foreign researchers on personnel motivation, implementation of leadership styles, management approaches and the essence of the motivational process, we have identified the five stages of implementation of motivation management in the any organization. Particular attention was paid to the analysis of effective motivation models (rational, based on the use of material incentives; self-actualization, the essence of which is to activate internal human motives; complicity through cooperation, partnership, participation in management) and stages for motivating professional behavior of employees as a priority task of the modern leader-manager, on the successful solution of which depends the effectiveness of the organization managed by him.

At the same time, the issues of systematization of motivation management technologies and development of multi-term programs of motivation of professional behavior of employees remain relevant.

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