

MOTIVATION OF PERSONNEL ON MACHINE-BUILDING ENTERPRISE

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SUMMARY

The article is devoted to the study of theoretical and methodical aspects of motivation of the personnel of industrial enterprises. Based on the study of existing scientific research, it is specified: the flow of the motivational process, the concept of «competence», the classification of competences in the motivational aspect. In the work, five levels of formation and study of motivation are identified, which systematize the accumulated theoretical and practical experience.

A methodical approach is proposed for the formation of groups of motivation factors based on the use of the block-modular method. Methodical support of the mechanism for identifying the key factors of motivation, which allows to identify the factors that have the greatest impact on the employee, has been developed. A methodical approach to the evaluation of motivation factors based on a qualitative and quantitative assessment of the level of motivation is proposed, which makes it possible to carry out an assessment depending on the goals set.

INTRODUCTION

An integral part of a stable economic life and development of a modern machine-building enterprise is the improvement of the existing motivational mechanism. The basis for this development can serve as a symbiotic relationship between the employee and the enterprise on the basis of effective perception of the organization's motivational policy. Maintaining the necessary level of the employee's productive and functional feedback, raising the efficiency of work is based on the individual's perception and sensitivity to the motivational activities and factors offered by the enterprise. Identifying such motivational factors, assessing the degree of their impact on the employee, on a systematic basis, enables the management of a modern enterprise to manage resources more efficiently, keep the level of profitability at an acceptable or desired level. Proceeding from the above, the topic of the dissertation research is topical.

Paying due scientific and practical importance to the work of scientists who investigated the motivation of personnel, it should be noted that they pay more attention to the general provisions of the implementation of motivational processes at industrial enterprises. The effectiveness of the practical implementation of motivation is carried out according to a limited number of indicators, the level of uncertainty in the initial data is not sufficiently taken into account, and insufficient attention is paid to questions of revealing the sensitivity level of the employee to the motivational impacts of the enterprise.

The need for further development of the approaches and methods of motivating the personnel for the purpose of stable economic functioning and the development of the enterprise, determined theoretically, methodologically and adapted to the practical use in modern conditions, determined the choice of the topic of this article.

DEVELOPMENT OF THE PRINCIPLES OF STAFF MOTIVATION

Modern employers usually use two approaches to employee motivation in their work with staff: positive reinforcement of the desired behavior and punishment for behavior that runs counter to the company's values, rules and objectives. In the first case, various methods of material and non-material stimulation of conscientiously working employees (bonuses, gifts, issuance of letters of appreciation and announcement of gratitude) are used, in the second case, reprimands, fines and other measures designed to suppress the desire of the "defrauded" employee to act contrary to the requirements and requests leadership. Read on the topic in the electronic journal

The necessary motivation for understanding the essence of motivation is the study of the principles of motivation. Analyzing the existing information in this area, we can suggest the principles of motivation given in Table 1.

Table 1 - Principles of motivation

№	The name of the principle	The content of the principle
The existing principles, which were further developed		
1	Collegiality and transparency	Stimuli and motivators, like the entire system of motivation, should not "descend from above", but should be developed in cooperation with the entire team. Transparency means openness and the ability to track changes
2	Reflection	The comprehension of their own actions, motives and their laws on the part of the employee himself and the involvement of management in the recognition of personal characteristics, emotional, economic reactions of subordinates
3	Systematic and sequence	Construction, change in motivation should occur systematically and consistently. It should also be aimed not only at the individual worker, but also at all categories of workers
4	Feedback and trust	Construction, change in motivation should occur systematically and consistently. It should also be aimed not only at the individual worker, but also at all categories
5	Self-actualization	Correspondence of the individual, its involvement with the actions of the enterprise. This allows the most to identify and develop personal abilities and opportunities
Authors' suggestions		
1	Equity	At the subconscious level, the individual (worker) must be confident that the efforts invested will be appropriately evaluated by management
2	Energy comfort	An energy invested by an individual in order to achieve the objectives of an enterprise must correspond to the economic or social compensation received by the employee. With the increase in energy costs and the invariability of socio-economic compensation - the motivation will invariably decrease
3	Conformity	Objectives, the actions of the enterprise should be as much as possible coordinated with individual (or group) actions. Mismatch leads to a decrease in motivation and even its disappearance
4	Information completeness	All external motivators should be explained and understood by the employee, have information value, clearly structured by

		priority for the enterprise and the employee
Improved principles of the authors		
1	Adequacy	It is understood that the economic results are paid by the enterprise with the invested effort to achieve the goal set by the enterprise to the individual
2	Adaptiveness	Motivation in an enterprise must be "adjusted" and changed depending on changes in motivational incentives for both the employee and the external situation

To understand what techniques should be used in practice to increase labor productivity, it is necessary to understand how the basic principles of staff motivation work in 2016. All of them are aimed, in fact, to achieve one goal - to interest every employee in the results of labor, to make him see the ultimate goal to be pursued. Regardless of the tools chosen by the employer - from material to "intangible", such as showing respect for the personal and professional opinion of the employee - they should be applied in accordance with the above basic principles. Violation of even one of them can jeopardize the effectiveness, and even the existence of a motivation system used by the employer. For example, opaque and intricate rules for calculating premiums, when employees do not understand under what conditions and for what specific achievements remuneration is paid, not only reduce the morale of the collective and raise doubts about the fairness of the distribution of incentive payments, but also destroy the associative link "achievement of purpose - reward ". A leader who consciously or unconsciously ignores other important motivational principles, for example, demonstrating an obviously disrespectful attitude towards subordinates or practicing a premium "leveling" (despite the difference in the contributions of individual employees to the overall result) has an equally harmful effect on the workers' labor initiative.

DEFINING THE FUNCTIONS OF MOTIVATION

The functions of motivation are to influence the individual or the workforce in order to create incentives for more effective work. The impact can be social, and a complex of collective and personal incentive measures is also widely used. Such an impact raises the effectiveness of management, and the result will be the impeccable performance of the work by the staff in accordance with the management decisions taken. Thus, motivation in management itself is one of the functions of management.

Based on the analysis, we can offer the functions of motivation, which are set out in Table 2.

Table 2 - Motivation functions

№	Function name	Function content
Have further development		
1	Incentive	Certainly provides the motivation for the individual, stimulates him to work efficiently
2	Guiding and organizing	Determines the choice of the individual, his behavior and means of achieving the goal
3	Relevance	Gives individual behavior and certain significance to the individual's behavior within the framework of the company's actions, the weight of knowing their actions
4	Regulating	Individual is tied to the individual structure of motives and needs, allows to regulate the priority of choice
Authors' own development		
1	Harmonizing	This function is to reconcile the motives, goals and interests of the

		individual and enterprise
2	Energy	Characterizes, organizes the energy costs of an individual in accordance with its target setting and economic efficiency of actions
3	Interactivity	Provides and emphasizes the exceptional openness of the individual and characterizes the diversity of his interactions at: interpersonal and group level, as well as at the enterprise level
4	Usefulness	Ensures mutual economic benefit and usefulness in the interaction between the employee and the enterprise.

High returns from workers are possible only if they are interested in the end result and will be positive about the work being done. This is possible only when the process of work and its final results allow a person to satisfy the most important of his needs. That is, when he has a high level of labor motivation. The manager, who wants to influence the work motivation of his subordinates, needs five steps in this work in order to achieve the desired result:

Step 1. Assessment of the needs of employees, determining their working behavior, attitude to work and to work assignments.

Step 2. Identification of those factors that affect the labor motivation of employees, determining their attitude to work, the degree of interest in the final results and the willingness to work with full dedication.

Step 3. Developing such measures of influence, building a motivating working environment that promotes high interest in the final results, a positive attitude towards the work and organization.

Step 4. Impact on labor motivation, taking into account the individual characteristics of the employee.

Step 5. Evaluation of the effectiveness of selected measures and their correction if necessary.

INVESTIGATION OF FACTORS OF MOTIVATION

On the basis of the material presented, the authors put forward their own vision of the process of motivation and propose its original scheme.

According to the scheme proposed by the author for the process of motivating the personnel of the enterprise, considering the motivational impact on the employee, it is necessary to begin describing the external impact (relative to the employee) on this process. Under such external influence, the authors mean the variability of environmental factors relative to the enterprise. In a market economy, the external environment will be characterized by a high level of dynamism and variability in time. The enterprise is not an isolated entity of economic detail and therefore can not function separately without full or partial interaction with the external environment.

Such an external environment (with respect to the enterprise) may be characterized as a multi-element environment, i.e. based on the interaction of many elements and subject to the influence of various factors. This means that the enterprise, in the course of its activities, works within the legislative, tax, political, competitive environment and other external environments and is subject to their influence.

Based on their methodological positions developed by the authors for the practical use of a comprehensive mechanism for assessing motivation factors, it is necessary to select the main components. In the framework of this study, the following main components are selected:

a) within the "hierarchy level" component, the "whole enterprise" level is selected. This hierarchical element allows you to obtain average data typical for most employees of the enterprise;

b) within the "coverage level" component, the "all staff" level is selected. This hierarchical element allows supplementing the average data typical for the majority of employees of the enterprise

c) within the framework of the "methods of obtaining information" component, the following methods are chosen:

- ✓ comparisons, measurements - to quantify the motivation factors based on the processing of statistical reporting of enterprises;
- ✓ questioning (questioning) - for a qualitative assessment of the degree of satisfaction of employees with motivation factors;
- ✓ expert assessments - to assess the motivational parameters and elements for which it is difficult or impossible to obtain information as part of the reporting of enterprises or employee profiles.

The first step, within the framework of the implementation of the complex qualitative-quantitative mechanism for assessing the motivation factors, is the implementation of the qualitative component of the analysis implemented through the mechanism, as noted above, of the questioning of the employees of the enterprise.

Since all the personnel of the enterprise were selected to receive motivational information, it is necessary to conduct a survey of all employees of the enterprise. It should be noted that interviewing all employees is an expensive and time-consuming exercise, which will divert a considerable amount of resources, which is not acceptable for most enterprises. Proceeding from this, it is necessary to conduct a survey on the sample of employees. The sample of respondents is a part of the employees of the selected enterprise, the results of the answers, which can be considered average for the whole.

To test and confirm the effectiveness of the practical use of the qualitative-quantitative method of estimating the motivation factors, three leading enterprises of the machine-building industry in Kharkov were selected.

The selection of respondents was carried out taking into account the proportionality and representativeness of the display in the research results of such characteristics as gender, age, educational level, personnel categories, main divisions. To assess the attitude of the interviewed workers at the selected enterprises to the proposed issues, within the framework of our study, we will use the ordinal verbal-metric scale of the assessment. The use of this scale ensures the complexity, informativeness, ease of filling and processing of the received data (including analytical and mathematical).

The results of the individual questionnaires need to be systematized in order to facilitate subsequent data analysis. After carrying out a direct survey procedure at the machine-building enterprises under study, a matrix of survey results of enterprise employees is formed on the basis of the relative frequency of respondents' choice of answers. The use of the relative frequency of the choice of the answer option as the main illustrative criterion allows one to compare, visualize and analyze the data, both for a single enterprise and for their totality, regardless of the number of employees participating in the survey.

The introduction of the proposed block-modular approach in the qualitative assessment of motivation factors (within the framework of test-evaluation methods used) is realized in the motivational block-modular profile. Motivational block-modular profile, in our opinion, allows us to effectively, comprehensively and visually assess the effectiveness of the impact of motivation/

CONCLUSIONS AND RECOMMENDATIONS

The article proposes to combine the motivation factors in the aggregated block-modules (the block-modular approach to the allocation of motivation factors), which makes it possible to simplify the analysis of motivation, to give it a logical and structured appearance. The allocation of block-modules implies the combining of factors into systematized groups according to similar essential characteristics and is caused by the existence of a significant number of motivational factors affecting the employee. Six block-modules of motivation (competence, effectiveness, socio-psychological, organizational, not direct material impact, direct material impact) are allocated, which cover the vast majority of motivation factors existing and used by the modern machine-building enterprise. For the proposed block-modular approach to the allocation of motivation factors, adaptivity is characteristic, which is manifested in the possibility of adjusting the list and the structural filling of the allocated block-modules from the set goals.

Methodical support of the process of identifying the key factors of motivation was suggested. The basis of the presented methodical approach was the expert-analytical method, which will allow to identify the most significant factors from the whole set of factors and to arrange them in a strict hierarchical sequence. The hierarchical structure of the key motivating factors makes it possible to identify the most valuable factors of motivation (both within the allocated block-module and across the whole set of motivational factors), to track impacts that do not have a significant impact and, on the basis of the received motivation information, to finance the enterprise's motivation system.

Based on the analysis of identified indicators of the evaluation of motivation factors, the block-modular and total block-modular motivational coefficients of the individual and collective trends in the evaluation of the motivation factors are identified. We consider the indicators that allow us to estimate, with the use of relative indicators, the costs of an enterprise for staff motivation. The indicators of the evaluation of the factors of motivation of an individual direction allow us to characterize the return from the influencing motivational factors for each researcher. The block-modular coefficient of motivation, respectively, of the collective and individual directions is estimated, it allows to give a characteristic of the enterprise's costs level and the return on such costs for the employee in the framework of the explored block-module. The total block-modular coefficient of motivation allows to give the characteristic of expenses of the enterprise and return from the worker within the limits of set of investigated block-modules. The coefficient of motivation proposed for practical use characterizes the costs of the enterprise and the return of the worker as a whole throughout the entire motivation policy of the enterprise.

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