MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Sumy State University
Academic and Research Institute of Business, Economics and Management
Department of Management named after Oleg Balatskyi

«Admitted to the defense»
Head of Department
_____   Ihor Rekunenko
(Signature)   (First and last name)
____ _____ 20__ y.

QUALIFYING WORK

to obtain an educational degree __bachelor's__

in the specialty _____"073" Management_____ ,
(code and name)
_educational-professional____ program _____Management_____
(educational-professional / educational-scientific)   (the name of the program)
on the topic: Motivational factor in the personnel management system at modern
production enterprises

The recipient of the group M-91an/1y Maryna Medvedieva
(group cipher)   (First and last name)

The qualifying work contains the results of own research. The use of ideas, results and texts of other authors are linked to the appropriate source.
_____   _____Maryna Medvedieva_____
(Signature)   (First and last name of the recipient)

Head _____senior lecturer, PhD, associate professor,__Bondar Tetyana_____
_____
(position, academic degree, academic title, Name and SURNAME)   (Signature)

Advisor[1]) _____   _____
(position, academic degree, academic title, Name and SURNAME)   (Signature)

Sumy – **2023**

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY STATE UNIVERSITY
Academic and Research Institute of Business, Economics and Management
Department of Management named after Oleg Balatskyi

I CONFIRM
Head of Department
_____Ihor Rekunenko ___
(Signature)   (First and last name)
_____ _____20_____ y.

ASSIGNMENT FOR QUALIFYING WORK

to obtain an educational degree <u>bachelor's</u>

(bachelor's / master's degree)

in the specialty ____"073" Management _____ ,
(code and name)
_educational-professional____ program _____Management_____
(educational-professional / educational-scientific)   (the name of the program)
on the topic: Motivational factor in the personnel management system at modern
production enterprises

The recipient of the group M-91an/1y Maryna Medvedieva
(group cipher)   (First and last name)

1. The topic of the work " Motivational factor in the personnel management system at modern
production enterprises " approved by order № 0569-VI dated 25.05.2023 y.

2. The deadline for submission of the completed work by the acquirer _____20.05.2023 y._____

3. The purpose of the qualifying work: to identify motivational factors in the personnel management
system at modern production enterprises with suggestions to improve their action by analyzing and
using different theories of motivation

4. Object of study: motivational factors that are formed in the process of work in modern enterprises

5. Subject of study: people who are at work in XXI century, who work online, in enterprises, in
enterprises online/offline, in communal institutions

6. Qualification work is performed on the basis: personal research, questionnaire, comparative
analysis

7. Approximate plan of qualifying work, deadlines for submission of sections to the manager and
content of tasks to fulfill the set goal.

№ of order	Title of the section	Submission deadline

I	THEORETICAL FRAMEWORK OF MOTIVATION	17.05.2023
II	SCIENTIFIC AND METHODOLOGICAL BASES OF TAKING INTO ACCOUNT THE MOTIVATIONAL FACTOR IN THE ENTERPRISE MANAGEMENT SYSTEM	25.05.2023
III	PRACTICAL APPROACHES TO MOTIVATION AND PROPOSALS FOR IMPROVING THE CONSIDERATION OF THE MOTIVATIONAL FACTOR IN THE MANAGEMENT OF MODERN ENTERPRISES	05.06.2023

The content of the tasks for fulfilling the set goal of the master's qualifying work:

In section 1, the student must present concept and definition of personnel Motivation, its groups of theories of need and motivation and principles of motivation

In section 2, the student must provide examples of content, procedural theories of motivation and theories based on a person's attitude to work with implementing motivation systems

In section 3, the student must provide examples of motivation in public service and commercial companies, at the same time to provide own analysis in the field of motivation at modern enterprises with ideas of what should be included in the motivational system

8. Consultations on work performance:

Section	Surname, initials and position of the supervisor/consultant	Signature, date	
		Issued the task	I accepted the task
1	Tetyana Bondar		
2	Tetyana Bondar		
3	Tetyana Bondar		

9. Issue date of the assignment __15.04.2023_____

Head of qualification work __ senior lecturer, PhD, associate professor,__Bondar Tetyana
_____
(position, academic degree, academic title, Name and SURNAME)   (Signature)

Tasks to be completed received   _____Maryna Medvedieva____   _____

ANNOTATION

The structure and volume of the bachelor's thesis. The thesis consists of an introduction, three chapters, a conclusion, a list of references, which consists of 35 items. The volume of the bachelor's thesis is 59 pages including 17 tables, 1 figure and list of references.

In the bachelor's thesis the theoretical and methodological foundations of the formation of motivational factor in the system of personnel management at modern production enterprises are considered.

Using various analysis methods to study the system of human resource management, motivation to work in the enterprise, the main motivational factors in the system of personnel management in modern enterprises have been identified. In addition, personal research and questionnaires in the comparison of motivational factors, not only in the enterprise, but also in communal institutions were carried out. The thesis contains analyses of motivational factors, which were obtained as a result of communication with different people with a full explanation of the types of motivational factors of people.

Identified possible ways to improve staff performance. Also identified possible ways to increase staff productivity by using people's motivational factors as a reward for job performance. Also proposed possible motivational theories with the possibility of using them in the enterprise, reinforcing their importance with examples from the study.

The research was approbated at the All-Ukrainian Conference "Modern Management and Economic Development".

Keywords: MOTIVATION, FACTOR, MOTIVATIONAL, MODERN, ENTERPRISE, SYSTEM, MANAGEMENT, PERSONNEL, HUMAN RESOURCE MANAGEMENT, COMMUNAL, INSTITUTION, UTILITY, PRODUCTION, THEORY.

LIST OF CONTENT

INTRODUCTION

I believe that this topic is relevant at all times. Because the world is changing, its rules and the human way of life are changing. And in the same way motivation itself, its application and form are changing. Something, of course, remains formulaic, and something can be used as an example, but modified.

An experienced boss knows that an attentive approach to employees, timely encouragement and responding to blunders is the key to a successful business. Soviet times were remembered for boards of honor, incentive certificates and souvenir gifts. Today's ways of motivating a business team are different from the Soviet era.

Personnel management is a separate science, in which methods of staff motivation receive special attention.

Labor motivation is understood as organizing the work of the company so that everyone tries to perform professional duties in the best possible way and "gives his or her best. In other words, each employee receives an internal incentive that increases productivity and is directed toward a common goal.

Often the administration of the firm operates the old way: encouraging the best, punishing the worst and holding annual corporate parties for all. But this scheme does not always work. Hardly want to go to corporate if the daily work environment is depressing.

Competent stimulation of staff requires a manager to know the basic methods of motivation. A subordinate, whose contribution to the overall achievement is not noticed or not appreciated, will not want to "prove themselves" in the future.

Despite the existence of a list of developed and perfectly proven personnel motivation schemes, many business leaders are faced with some difficulties.

Modern chiefs need to approach the issue of stimulating their subordinates competently in order to achieve high performance of the organization at the lowest cost.

Motivation system must meet the basic needs of the team and easily upgraded to reflect the changing conditions.

Conventionally, the system of staff motivation is divided into two forms: material and non-material. Economic (material) stimulation is one of the most popular types of strengthening the efficiency of employees of the enterprise. The competent approach to payment for work increases labor productivity. There are many more types of non-material motivation.

Ways to motivate personnel are developed with a specific goal in mind: to stimulate an increase in the quality of work of subordinates. There are many innovative methods of improving performance. All of them can be conditionally divided into three main categories:

1-Individual motivation is aimed at working with individual subordinates.

2-Moral and psychological motivation is used to meet the basic internal needs of workers.

3-Organizational motivation helps to create a system of incentives for employees within the institution.

In this paper I also resorted to personal research and interviewed people who work in modern enterprises, both communal and industrial. I did this with the help of a questionnaire and analyzed motivational factors from the enterprise to the employee, and from the employee to himself. I found out what motivates people, and how, in fact, their superiors motivate them. Also gave examples and possible applications of different motivation theories to the same people.

The purpose of the thesis. The main purpose of the thesis is to identify motivational factors in the personnel management system at modern production enterprises with suggestions to improve their action by analyzing and using different theories of motivation.

In accordance with the main goal, the following tasks were defined:

- to analyze the theoretical and methodological approaches to employee motivation in the enterprise;

- to study personal motivation of people, what drives them, what they come to work for;

- to analyze personal motivation of people and motivation in the enterprise, to see the difference and similarity, generalization and benefit

- formulate suggestions for improving human motivation by looking at their motivation, motivation from the company and the results of their work.

The object of research is what the researcher's activity is aimed at, the process or phenomenon that gives rise to the problem situation selected for research. The subject of the study are motivational factors that are formed in the process of work in modern enterprises.

The subject of research is the properties of an object studied for a specific purpose. The subject of the study are people who are at work in XXI century, who work online, in enterprises, in enterprises online/offline, in communal institutions

Keywords: motivation, factor, motivational, modern, enterprise, system, management, personnel, human resource management, communal, institution, utility, production, theory.

CHAPTER I THEORETICAL FRAMEWORK OF MOTIVATION

1.1 Concept and definition of personnel motivation

At the heart of motivation as a way to increase productivity is the psychology of the subject. All psychological theories and methods that underlie the motivation system are aimed at shaping the employee's intention to perform quality work. It is important that the desire to increase productivity is the result of the individual's own inner work, rather than external pressure. Managers and HR-specialists use psychological techniques to change and direct employee's behavior in the desired direction for the company.

In the economic sphere motivation is understood as internal or external, but aimed at activation of internal, inducement of an economic subject (employee, manager, counterparty, client) to perform an activity with a certain goal. In this case, the interest in the activity must exist from the beginning, and it is necessary to apply the methods of initiation, based on scientifically correct psychological premises (Atlas of public management).

In the narrow, purely human resources understanding of the motivation of personnel and work activity is the creation of an employee of the company to meet the needs of different levels, as well as internal expectations as compensation for the performance of duties. In such a process, it is necessary to achieve a connection between the personal goals of the employee and the goals and objectives of the organization (Emeritus, 2023, May 20); (Valene Jouany, Kristina Martic, 2023, January 03).

Table 1.1 – Excellent result of motivation

Motivation	=>	➢ goal achievement ➢ need fulfillment

In practice, motivation is expressed in a set of measures that management uses to improve the performance of the employee and the team.

When analyzing the concept, the following constituent elements of motivation policy are distinguished:

- an activity aimed at motivating others to action;
- one of the goals, but not the main one, is to meet the needs and expectations of the employee;
- focus on combining the goals and objectives of the employee and the organization;
- reliance on the interests and desires of the employee in the development of the method;
- the transformation of motivation theory into application practices;

development and application of complex practices rather than single measures during implementation (Blake LeMoi, 2019, August 22); (Perkbox).

1.2 Groups of theories of needs & motivation

Practically all theories and theoretical constructs underlying motivation practices are based on the psychological concepts of "need" and "expectation".

A need is such a psychophysical state of a subject, in which he/she experiences a deficit of factors important for him/her, which determine his/her vital activity. The state of having a need is characterized by an inner feeling, physiological or psychological, of lack or insufficiency of some good. The presence of a need is the main factor that motivates action, activity. There is no single hierarchy of needs, and the ranking depends on the approach of the researcher.

The theory distinguishes two groups of needs:

1 - Genetic, biological, or primary needs;

2 - Secondary needs, developed in the process of life experience.

The first group is determined either by physiology (the need for food, shelter), or by genetic instincts (the need for security, the need for a pack).

The second group emerges in the course of growing up and personal development, for example, the need for recognition, for authority, for self-actualization.

Expectation in terms of theories of motivation is the subject's assumptions concerning the likelihood of obtaining a desired or expected result when choosing a certain behavioral paradigm. Expectations are formed on the basis of two assumptions: previous experience and assessment of the current situation. More often than not, experience is the fundamental criterion in the development of effective behavior by the subject.

The introduction of motivation theory is most often associated with the expectations of top management, who have gained some knowledge of personnel motivation systems. Any scientifically based concept, first of all, must meet the company executives' own internal expectations. In addition, managers often want to achieve the effective work of the system implemented by competitors, so any project is accompanied by an analysis of successful examples of implementation.

The demand for the introduction of employee motivation systems was formed in society in the early twentieth century. Competition in economic relations intensified, which required the inclusion of all available mechanisms to increase labor productivity, including - the opportunity to reach new heights and gain potential for growth at the expense of resources of the labor collective.

In response to the demand, scientific theory began to study employee psychotypes and tried to offer business concepts that would maximize the potential of employees to achieve company goals. As a result, three groups of theories emerged, which explain the emergence of needs and consider various options to use in order to increase the interest of employees to work.

The first group is the substantive theories of motivation, which try to find among human needs those that condition attitudes toward work. The authors of these theories include Abraham Maslow, David McClelland, and Frederick Herzberg.

The second group consists of procedural theories that examine the behavior of people based on their expectations, perceptions, internal attitudes. Such ideas were

developed by John Adams, Victor Vroom, Lyman Porter and Edward Lawler (Kendra Cherry, MSEd. 2020, September 17).

The third group includes theories that study the worker's direct relation to work, for example, William Ouchi's "Z" theory or Douglas McGregor's "X" theory and "Y" theory (Aubrey Bailey, PT, DPT, CHT. 2022. July 12); (Knowledge Hut).
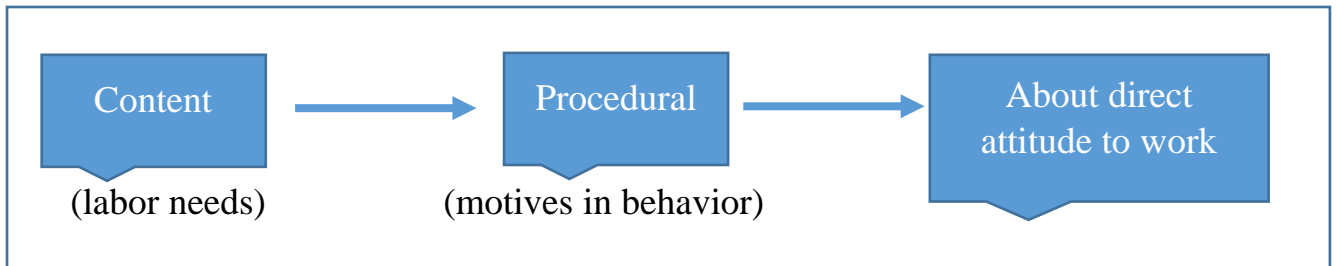

Figure 1.2 – Classification of motivation

The modern practice of motivation is almost entirely based on three groups of theories, and science has not yet offered employers anything radically different. Modern methods are most often adaptations of foreign practices. Sometimes successful European methods are combined with methods of non-material encouragement, preserved from Soviet times, and the recommended structure of the social package. This is especially characteristic of structures with state participation, large manufacturing enterprises and organizations that emerged during the reorganization of large monopolies (Lumen learning); (Sherri Hartzell).

1.3 Principles of motivation

There is no single rule or way to motivate staff, but there are principles for developing your own effective method:

1. Motivation that makes the employee feel important and needed will be effective. Such encouragement arouses respect and good envy among colleagues. However, in everything should know the measure, otherwise the loss of awards will lead to the moral disqualification of the employee.

2. Unforeseen one-time encouragement works more successfully than systemic (monthly accrual of bonuses for quality work). Systemic methods quickly become accustomed to and are considered part of the norm.

3. Praise works better than punishment.

4. The reaction of the management (positive or negative) should be immediate. Thus, the subordinate feels significant: the chief does not care about his achievements or failures.

5. An intermediate result is also a result! Stimulating employees for small successes will accelerate achievement of the main goal.

Also, among all methods of personnel motivation the most effective are non-standard ones. Such methods do not require large financial expenses and are based on the creative approach of management to the organization of labor. Many managers encourage human resources employees who offer non-standard approaches to motivate personnel (Indeed Editorial team, 2022, June 24); (Evan Tarver, 2020, May 05).

An example of such non-standard solutions is:

o A mock form of punishment for negligent subordinates, playrooms, surprise gifts, and taking care of families, additional holidays, "repetition", or the methodology of analogy (it appeared during the crisis, when many firms were not able to financially encourage their employees. Based on psychological characteristics of people, namely the unconscious imitation. The head by example motivates his subordinates to perform their professional duties well)

There is no single rule or best method of motivation. Often intangible ways of rewarding help to achieve the desired result much faster than monetary payments. The best solution is to use a set of measures aimed at stimulating the work of your staff (Brendan Lake, 2017, November 6); (World of work project).

CHAPTER II SCIENTIFIC AND METHODOLOGICAL BASES OF TAKING INTO ACCOUNT THE MOTIVATIONAL FACTOR IN THE ENTERPRISE MANAGEMENT SYSTEM

2.1 Content theories of motivation

Content theories examine the needs of an employee. Various groups of needs are distinguished, which are arranged in certain hierarchical sequences or outside the hierarchy. Content theories of motivation attempt to combine biological aspects of human life with psychological ones, studying the relationship and mutual influence of biology and psychology. The result of research is the identification of needs, the desire to satisfy which can lead a person to want to work more effectively (World of work project).

The most popular theory that is taken as the basis for the development of practical methods of motivation is Maslow's pyramid of needs. The founder of humanistic psychology proceeded from the concept of the hierarchy of human needs. At the base of the pyramid he saw the physiological needs for food and sleep, and at the top of the pyramid are the developed needs of an established individual who needs self-actualization, and self-actualization does not always mean only promotion (Wikipedia). Abraham Maslow suggested that after a person has satisfied the needs of each level, his interest in improving personal effectiveness declines. In order to awaken interest, one must move on to satisfying higher level needs (Wikipedia); (Saul McLeod, 2013, June 1).

Table 2.1.1 – Maslow's model

Maslow theory	=>	5 levels of needs

Frederick Herzberg's two-factor theory of motivation is based on a different concept. He divided employee needs into two groups: hygienic and motivational. In the first group, the psychologist included needs that relate to the elimination of

negative factors associated with work. These are sufficient wages to meet physiological needs, safe working conditions, good relations in the team, the absence of pressure from the management. The term "hygienic" in this case implies not so much a factor of proper working conditions as a factor of psychophysical hygiene, getting rid of unpleasant psychological moments. The second group of motivating factors are needs in satisfaction of work process, in existence of evaluation system and recognition of merits, career development, other factors determining success.

The first group of factors, according to Frederick Herzberg, should keep an employee in a particular workplace, while the second is aimed at increasing work enthusiasm, creating the intention to increase the effectiveness of action. Additionally, the author introduced the concepts of "satisfaction" and "dissatisfaction" with working conditions, which can affect individual elements of human behavior (Yuvika Lyer, 2022, June 10).

Hygienic factors in Frederick Herzberg's interpretation partially correspond to the basic needs of Maslow's pyramid, and motivating factors are reflected in the two upper floors of the pyramid. A feature of Frederick Herzberg's model was the possibility of satisfying all groups of needs in parallel, rather than sequentially (Management study guide) (J. Michael Syptak, Md, David W. Marsland, Md, and Deborah Ulmer, Phd).

Table 2.1.2 – Herzberg's model

Herzberg theory	=>	**Comfortable work + satisfaction**

David McClelland looked for the basis of motivation in the satisfaction of only three top-level needs: power, success and belonging. The priority need is the need for power, the ability to control and influence the actions of others, to determine the course of events occurring around and with the participation of the subject. The need for success includes not only the desire to successfully solve tasks, but also the need to take responsibility. The third need is the need for belonging, joining or establishing

social connections of different levels. Collectivization in this case is recognized as an independent value, which does not always correspond to the individual principles of encouragement. This contradiction is smoothed out by professional management (Wikipedia).

David McClelland's theory of motivation also overlaps with Abraham Maslow's theory. However, it is rarely used to motivate personnel, because the needs for power and success are characteristic of employees at the highest levels of the service hierarchy. And motivation systems for top management take psychological factors into account in the last place - the owner would prefer to interest the manager with a block of shares rather than influence psychological characteristics (Serhat Kurt, 2021, May 23); (Business Jargons).

Table 2.1.3 – McClelland's model

McClelland theory	=>	Power + Success + VIP group

2.2 Procedural theories of motivation

Procedural, as well as substantive theories of motivation, originated in the United States in the 1950s. The authors of the procedural theories acknowledge that the needs of workers should be taken into account in motivation systems. However, they consider the ability to influence the subject's behavior using internal attitudes and expectations as the basic setting for stimulation to work. At the same time, the focus of the procedural theories of motivation is not perceptions and expectations in general, but only related to a particular situation, determining the type of behavior that the subject chooses in relation to this particular circumstance. It is important that when the subject, the personality makes a decision about the proper behavior in a particular situation, it does not come from external preconditions, but from its own assessment of the appropriateness of a particular manner of behavior.

In Victor Vroom's concept, for example, the effect of motivation is not based on the employee's need, but on his reflection and correlation of the set tasks and the proposed motivating result, the assessment of its reality and its comparison with the actual intentions of the individual. Within such a thinking process, the result of which is the realization of the employee's inner motivation to work, four main points stand out:

- The expectation of achieving a certain quality of labor efficiency, depending on the efforts made;

- Expectation of a result depending on the efficiency of work performance;

- Instrumentality, or understanding that the quality of work, the achievement of results becomes the only tool to obtain the declared reward;

- Determination of the actual value of the reward: if the person considers it insignificant or not consistent with the effort, the level of motivation drops sharply.

Additionally, the author uses the concept of valence. Valence determines the extent to which, in the employee's view, the value of the reward corresponds to expectations, and how, depending on this, the degree of satisfaction or dissatisfaction of the employee is formed. The theory thus forms the relationship of three groups of elements:

- o labor - results;
- o results - reward;
- o valence.

Employee motivation in Victor Vroom's theory depends on expectations, which are related to the extent to which, in the employee's perception, the anticipated costs will lead to the desired reward. The theory does not take into account the subjectivity of the decision. And the measures that management takes are evaluated as inherently objective and fair (World of work project).

The theory of fairness, or John Adams' theory of equality, states that it is possible to motivate an employee by examining his assessment of the situation and the relationship with the employer, as well as his ideas about the fairness of the

relationship. The concept of fairness includes not only the evaluation that the company places on the employee's work contribution, but also a comparison of the employee's own situation with similar relationships concerning other employees or work teams. Employees compare both the amount of actual or perceived labor contributions and the amount of remuneration. At the same time, a possible feeling of unfairness serves as a serious demotivating factor. To prevent the emergence of negative feelings, it is necessary to provide such conditions, in which it is possible to compare among themselves only employees in similar positions with similar job functions.

According to Adams' theory, an employee's evaluation of another employee's similar situation is expressed in three types:

1. Matching remuneration to work contribution;

2. Underpayment or unfair pay;

3. Overpayment.

John Adams suggested that employees acutely feel fairness and unfairness not only to themselves, but also to their colleagues. And unfairness to coworkers can also affect the quality of work.

The procedural theory of justice describes six types of reactions of the subject to a state of inequality or injustice:

1. The employee reduces his or her own productivity level and begins to conserve effort.

2. The employee takes action to increase his or her compensation, such as negotiating with management.

3. The employee begins to perceive the decrease in his compensation as an objective factor and overestimates himself and his abilities; his self-esteem decreases, and thus his capacity for further productivity increases.

4. The employee begins to take various actions to reduce the level of compensation of a colleague who, in his opinion, receives unfairly high remuneration.

5.The employee stops comparing himself or herself to reference persons, deciding that their compensation is based on biased factors, such as personal relationships.

6.The employee leaves the unit, moves to another unit, or resigns from the organization (Wikipedia); (Ryan Green, 2022, November 22).

Within the group of procedural theories, the Porter-Lowler model is also noteworthy. American psychologists Lyman Porter and Edward Lawler identified 5 basic elements of effective motivation, which includes a mandatory accounting:

o the effort expended by the employee;

o personal perception of his own work and the comparability of rewards;

o the results that are actually obtained;

o level and real value of rewards;

o the degree of satisfaction of the subject.

Importantly, the Porter-Lowler model is based on the employee's self-assessment of the quality and effectiveness of his efforts, on the external assessment of his abilities and capabilities, and on the employee's awareness of himself as a structural unit of the organization. According to the theory, the level of effort exerted by an employee always depends on the value of the reward and the employee's confidence that it is the amount of effort exerted that will serve as the basis for the conditional reward. The authors insist that rewards must always correspond to the results of labor, and the employee must satisfy needs at the expense of rewards. And the comparability of effort and reward is one of the key needs on which effective motivation is based (Papertyari).

2.3 Theories of motivation based on a person's attitude to work

Theories based on a person's attitude to work are essentially similar to procedural theories, but assume a higher consciousness of the subject of motivation. A prime example is Douglas McGregor's "X" and "Y" theory, which focuses on the

implementation of management motivation tasks. Managers, regardless of level, require motivation, but in the case of top management motivation is based on more complex assumptions than in the case of rank-and-file personnel.

Douglas McGregor believed that almost the only motivating factor for a manager is the degree of control over his subordinates. The author calls the authoritarian style of leadership "X", the democratic style - "Y".

The authoritarian style is characterized by the fact that all authority over personnel management is concentrated in one person and a direct dictate of the desired manner of behavior and methods of solving problems is established. Such behavior of the manager is explained not only by personal qualities, but also by objective reasons:

It is not natural for a person to show initiative, to feel the desire to work, on the contrary, there is a need to shift responsibilities to others.

The employee is characterized by a lack of ambition, he prefers not to take responsibility and shift decision-making responsibilities to others.

Effective performance is achieved only through coercion and fear of disciplinary action.

The democratic leadership style is based on the opposite premise. All or most employees are involved in the decision-making process under "Y". Postulates of the democratic style:

- Labor for humans is a natural process, one of the key needs.
- When favorable conditions for self-realization are created, a person will choose such a manner of behavior, which will be characterized by responsibility and a high level of self-control.
- A person is capable of making creative decisions independently, but under normal conditions realizes the ability only partially.

Both theories of Douglas McGregor received a kind of continuation in the theory of "Z" William Ouchi, who proposed the corporation itself, built on the clan principle, as a key element of motivation. The author formulates the rules not so much for the motivation of personnel, as for the management of the enterprise as a

whole. To increase the efficiency of employees should lead to compliance with the rules:

- o Hiring for the long term. The needs of the biological order also include confidence in the future, so the stability of keeping a job eliminates some demotivating factors.

- o Group decision-making. Collective decisions increase responsibility, which is shaped by the attitude of the collective. At the same time, decisions are more effective because the group's opinion allows more factors relevant to the case to be considered.

- o Personnel should be evaluated and promoted slowly, and the incentive system in place should stimulate the process of self-education.

- o Supervision should be largely informal, with clear criteria and systems for evaluating results.

- o Careers should be of a non-specialized, non-targeted nature. A person who grows through the levels of the hierarchy should have the opportunity to work in different positions and divisions, which will help him or her gain a full understanding of the specifics of the organization's work.

  - o Attention to the needs of workers, understanding the value of each person to the common cause, caring for him.

The use of these theories of motivation in the work of modern companies is not systematic, but when applied in a targeted and point-by-point manner it can give good results (Wikipedia); (Management study guide).

2.4 Implementing motivation systems

Motivation techniques can be used at different levels. The most effective option is to have them approved at the level of the highest authorities in the company. As is customary in state companies, whose experience makes sense to be guided by, the developed motivation system must be approved at the level of the Board of Directors.

On the one hand this requires much extra effort from the company's management, and a crude, inconsistent and unfinished system cannot be brought to the Supervisory Board. On the other hand, approving it in this way will help to convince all employees of its effectiveness, to reduce the element of voluntarism and unfairness, and to establish clear and predictable rules of the game for everyone.

Therefore, the stages of motivation system implementation should begin with a serious and systematic approach to its development.

➤ Development

When developing a system of motivation, it is necessary to analyze all successful practices, taking into account their applicability to the specific industry and status of the enterprise. Methodologies that work successfully at the level of a factory or an implementation company will be completely inapplicable to a holding that combines transportation and construction services.

For enterprises where it is impossible to distinguish between the main profitable and service divisions, the system of key performance indicators would be optimal, but in its development it would be necessary to involve all interested subdivisions and their managers. Otherwise already at the stage of system development contradictions will be embedded in it, which will lead to conflicts and ultimately to a decrease in labor productivity.

➤ Approval

Before the system is presented to management for approval it must go through a procedure of coordination and endorsement. The best way is to invite all interested persons to make changes and suggestions and create a convenient mode of discussion, both within the documents flow and at meetings, already at the stage of development. The result should be a verification of the system by all interested parties, and a consent sheet, which does not contain visas without comments. Only a draft prepared in this way can be presented to the board of directors.

Along with the concept, it is best to submit all the fundamental documents, including the salary and motivation regulations, as well as the evaluation mechanism and the list of officials responsible for staff evaluation for approval.

➢ Implementation

The implementation phase of the system should begin with the adoption of all the basic regulations. When developing them, the opinion of the labor collective, including the trade union committee, should be taken into account. The regulations must comply with all legal requirements, and references to them must be contained in employment contracts. If necessary, supplementary agreements to contracts containing references to these internal regulations must be prepared.

All employees must be acquainted with the provisions against signature, which is done in a special journal. Personnel evaluation methods must also be brought to the attention of all employees.

Budgeting becomes an important stage of implementation. All departments should plan their proposed expenditures into the company's budget no later than the end of the first half of the year before the beginning of the reporting year. If the planned indicators will be exceeded, it is necessary to provide sources of replenishment of the corresponding budget items.

➢ Performance Review

At least once every six months the effectiveness of incentive systems should be checked. It is necessary to compare the company's performance before and after the implementation of the system, using both simple digital methods and software products. If the motivation system does not show a significant change of labor productivity and key indicators of company's success, it is necessary to make a proposal to improve it.

Verification of effectiveness can be expressed by comparing the key indicators of the company's success before and after the implementation of the system, questioning employees, identifying their degree of internal satisfaction with the proposed measures. Activities to verify effectiveness should be systematic, carried out regularly, not only in the form of a comparison of the indicators of specific reporting periods.

➢ Software products

Certain software products can be used to implement motivation programs. These can be both the programs of time tracking, and the programs that allow you to evaluate the qualities of the staff. There are software products which allow to implement technologies of job gradation and develop motivation approaches for each specific position. The programs offer the ability to collect factors from experts to evaluate a position, generate a grading table, and develop individual remuneration systems.

➢ Quality assessment of motivational activities

Any business process, and motivation can be included in this category, requires evaluation. The quality of motivational measures should be assessed at least once every six months. If the inefficiency of the chosen system is revealed, it can be changed, but not immediately, starting from the next reporting period.

Such approaches are required by the need to test the implemented methods over a period longer than one or two quarters, and the complexity of changing motivation systems based on the need to revise the company budget. It is reasonable to evaluate the motivational measures not by your own efforts, but with the involvement of consulting companies. This will help to identify all the errors that occurred during the development and implementation of the systems, and make recommendations to optimize the methods used. It will also help to reduce the psychological tension that arises when the effectiveness of the system is evaluated by its authors.

Changing the system as a whole is not recommended, in most cases, it is necessary to make minor modifications to adapt the theoretical approaches to the practice of a particular organization. In this case, the resources spent on refinement will be minimal, and the success can be significant (Mary J, 2022, May 4); (George Dickson).

CHAPTER III PRACTICAL APPROACHES TO MOTIVATION AND PROPOSALS FOR IMPROVING THE CONSIDERATION OF THE MOTIVATIONAL FACTOR IN THE MANAGEMENT OF MODERN ENTERPRISES

3.1 Motivation in public service

Motivation is required not only in private companies. The largest state corporations have their own motivation systems, developed by the state, the main shareholder, and approved at board level. For state companies the main motivation technique is the use of key performance indicators. They are adjusted and changed, but the essence of personnel performance appraisal based on achievement of a number of predetermined indicators remains unchanged.

When developing remuneration for top managers of state-owned companies, in addition to the base in the form of key performance indicators, a long-term incentive methodology is widely used. The possibility of getting an annual bonus under this system arises from the manager not earlier than one year after the end of the reporting period. This mechanism implies that top managers are focused on long-term cooperation with state companies.

The share of such long-term remuneration sometimes exceeds 40 percent or more of the total annual compensation. Incentive methods are also used by offering a share in the company. But a feature of today's practice has become the so-called phantom shares, which do not give the right to participate in management, while their value is growing at the same rate as the value of ordinary shares.

Thus, the manager's activity, which leads to capitalization of the company and growth of the value of its shares, leads to growth of the value of the phantom stock owned by the manager. At the same time, material and non-material methods of stimulation are not equivalent, in state companies when stimulating the top

management, preference is given to material methods, and the middle and lower levels - to non-material ones (Wikipedia).

3.2 Motivation in commercial companies

Personnel motivation - incentives from the company, which encourage employees to work better: better quality, faster, more efficient. There are material and non-material, direct and indirect methods of motivation. Material motivation is money, non-material motivation is everything that the employee receives from the company, except the salary.

- IT sphere

Specialists in this field are distinguished by a combination of high interest in their work and an increased level of knowledge and competence. The presence of these factors can lead to the rejection of a particular job if the interest in it is lost due to insufficient motivation. A combination of tangible and intangible incentives is necessary to retain the employee in the job and improve performance.

- Material Incentives

Specialists in this field are quite in demand and can count on a high level of salary. From the company's point of view it would be unreasonable to set salaries for employees higher than the market ones, while motivation should be based on their variable part, based on the effectiveness of work.

It is believed that the use of different methods of appraisal and evaluation, as well as the system of key performance indicators within one unit becomes more of a demotivating factor than a motivating one. This is due to the fact that any differentiation of employees' salaries based on any assessment reduces an employee's desire to develop. His self-esteem decreases in full accordance with the results of the evaluation, the person involuntarily decreases the productivity and refuses to make independent non-standard decisions.

Such indicators, which depend on initiative and creative abilities, have a particularly negative impact on the effectiveness of work. For example, the number

of rational suggestions to improve the program code per month, or the development of methods to increase the productivity of the program, become indicators, pushing staff to openly manipulate them.

The ideal system for employees in this department would be not only a variable portion of compensation that depends on the company's sales, as suggested in some cases, but also non-systemic bonuses that recognize individual achievements. The bonus should recognize project delivery or completion of product development, major client acquisition and other similar achievements. Bonuses, given the specifics of the market, should be substantial. The combination of these two practices will make it possible to achieve the most effective financial incentives for this group of employees.

The KPI system in the case of a team of developers should help management evaluate the company's performance as a whole, understand the performance and mood of the team, but it should not become the basis for evaluating each employee.

• Intangible methods of incentives

Along with the financial lever, it is extremely important for creative workers to use intangible methods of stimulation. At the same time, the atmosphere established in the team can be rudely broken when applying methods of non-material encouragement that are unclear and do not coincide with its values, such as "Best in Profession" literatures. An ideal method of motivation can be a variety of ratings based on the collection of points on various performance indicators, the assignment of the most interesting areas of work, for example, development and testing of game applications.

The grading system has also proven its effectiveness, which allows you to promote an employee in a formal and informal hierarchy, increasing his personal authority in the team. Besides, if in big companies the grading system is accompanied by gradual increase in salary and privileges up to personal car, the fact of high grade becomes the most serious motivating factor in creative collectives.

An additional method of stimulation will be improving the qualifications of employees at the expense of the company, sending them to various courses, paying

for seminars and trainings. Even the provision of machine time for their own developments can be an important motivating factor for a large group of engineers-developers.

For those with a creative mindset, a flexible work schedule that allows them to maximize their personal efficiency cycles is also a very important factor. Rigidly regulated working hours, penalties for lateness, tying an employee to the workplace, on the other hand, drastically reduce productivity.

The practice of flexible working hours has found effective application at Google, where developers are required to spend 20% of their working time on any projects that are not part of their main duties. While these activities are paid by average wage standards, they are beneficial to both the employee and the company. It is during this time that most of the new ideas are created, making the company one of the industry leaders. Free creativity in any case is an intellectual product belonging to the company, but the opportunity not to engage in standard processes, but to create, affects the performance of the employee's duties in the main directions as well (Target jobs).

The sales industry

Don't think that only financial motivation, based on metrics such as sales volume and revenue, can be applied to sales employees. It is important, but many other scientifically based motivation mechanisms are acceptable along with it. More often than not, various job gradations are used along with financial compensation, which determine both the scope of authority and the type and amount of compensation. Thus, steps, or grades, are created within each position. If certain grades are achieved, the grade is increased, and once the last grade is achieved, the employee is promoted to the next highest level position. If this system works efficiently and without failures, and the grades are independent of the manager's subjective position, the employee can always match his work effort to the goal he would like to achieve.

- Material part of motivation

For the employees of the field of sales compensation always consists of two parts: base and bonus, depending on the performed successful bargains. The bonus part also consists of two variables. The first depends on the fulfillment of the sales plan set for the employee by his supervisor, and the second is created by exceeding the established indicators.

In some cases, employers would like to establish only a commission-based payment system, negating the base part of the salary as such. Not only is such a system contrary to current legislation, which requires the payment of at least the minimum wage, it also does not allow for employee motivation and leads to a high turnover rate.

On the other hand, the very fact of having an official salary, a work record book and contributions to the Pension Fund has, until recently, been seen as additional motivation in sales. Taking into account the strengthening of state regulation in all spheres, this method of motivation is becoming a thing of the past. An interesting burnout factor is also characteristic of this field. When an employee changes grades and gets a slightly higher income, he also gets additional expectations related to a change in the nature of his work.

At the same time, keeping the same routine duties sharply changes the employee's mood from optimistic to pessimistic, he loses interest, ability to work, and often quits.

• The Intangible Sphere

The intangible methods of incentives that exist in sales have received significantly less employer attention than the tangible methods. This is wrong, because it is in the routine sphere that the introduction of non-material methods of motivation allows to retain the employee.

One of the main methods of motivation in this area will be training. Improving sales skills over a long period of time will be the reason for transferring the employee to a new position. An effective and qualified specialist who has spent a lot of time in one position, at the exceptional value of his skills does not decrease and even increases the rate of sales, but begins to shy away from difficult tasks, taking on

responsibility, serious or unorthodox decisions. If promotion under such conditions is impossible, it is necessary to look for new methods of motivation for such an employee, for example, creating a team under him, introducing him to the circle of decision makers among the management, and similar. In this case it will be possible to fully use the experience and skills of the employee and motivate him to further increase the effectiveness of his own work and growth.

The second method of non-material motivation would be to change the sector of work, for example, one that is closer to home or has more sales potential. Often a change of territory dramatically raises the efficiency of the employee. Conducting various promotions, participating in their organization, replacing only sales work with managerial work seriously raises the level of employee motivation.

The use of various social packages to stimulate staff, the organization of recreation in most cases reduce the impact of negative factors at work, belonging to the category of hygiene, and help switch the mood of the employee to a more positive, and thus increase sales (Pipedrive).

⬥ Production area

Various categories and ranks of employees are involved in production. These are workers, foremen, engineers, and managers. They have different specifics of activity, but some factors are common to all levels of personnel.

• Material methods of stimulation

The standard system of remuneration of labor at various productions consists of a salary and a surcharge. The latter is formed on the basis of various indicators: from the fulfillment of the established standards of performance to the period of work in production, the presence of hazardous working conditions and others. The peculiarity of salary formation for production worker in the majority of cases is the necessity of coordination of the accepted system of labor payment with collective agreement or trilateral branch agreements.

A frequent way to motivate labor productivity is the establishment of the different cost of making one part or performing an operation if the number of operations is within the production plan and if it is over fulfilled.

In the second situation, the cost of the operation becomes higher. The motivation is made up of two factors - the completion of the set part of the work on time and over-fulfillment of the plan. The bonus part in the wages of a foreman or manager in this case will depend on the total payroll of all workers under their command. If it is necessary to sharply increase the production figures or to make a breakthrough in one of the areas, the so-called lump-sum system of wages is used.

Practitioners of incentive systems evaluate work at work as requiring serious physical effort, accompanied by the active involvement of the intellectual potential. As a compensation it is necessary to introduce a social package containing various techniques of switching and relaxation. In this case the social package, including service housing, the possibility of getting a loan for the purchase of own housing, corporate polyclinic and the possibility of free use of the sports complex, is traditional for modern production enterprises. This is one of the few ways not only to attract young personnel, but also to retain them.

Quite often chaotic change of motivation systems leads to the fact that different and sometimes fundamentally contradictory motivation systems are applied in different production areas. For example, for administrative staff 90% or more of compensation will be salary, for sales staff the ratio will be different. In these circumstances it is very difficult to talk about fairness for all adopted motivation systems.

Audit will help to cope with the problem, which will make it possible to identify spontaneously formed bottlenecks and to adjust the methods of motivation. Even when developing motivation systems for commercial department employees one should keep in mind that a fixed salary should amount to at least 50% of the total annual income.

- Intangible methods

The pennant "Pioneer of Production" and skill contests among teams, it would seem, are a thing of the past. Nevertheless, they are revived and sometimes implemented at the plants of foreign companies, where these methods of non-material

incentives are based, among other things, on the European experience and on the developments of foreign scientists.

At the same time, there are interesting studies of consulting companies, which describe that the best way to stimulate labor was to use boards with photos of the best workers.

Perhaps earlier Soviet, and now foreign experience has the right to exist, but practice shows that production workers need other methods of stimulation. The main thing in this case becomes the allocation of two motivations: the need for appreciation and love of work. The main way of encouragement becomes all methods of stimulation related to the performance of specific tasks.

It is necessary to take into account that monotonous processes of work cause emotional burnout, that is why any changes in the work function can be used as encouragement measures. Improvement of working conditions is also a very important way of motivation, although it has a material component, but it is not directly reflected in the level of compensation. There is a lot of room for creativity of employees of the HR service. Here and a beautiful, comfortable overall, and the organization of comfortable showers, dressing rooms, and healthy and tasty food in the factory canteen.

An important element of encouragement is the introduction of corporate culture at the enterprise, based on systematic and clear to each employee values. Brand traditions, company history and working dynasties can become its fundamental elements.

All of the considered motivation techniques were tested at specific production facilities, have passed the test of time and proved to be effective. It is not always necessary to rely on foreign scientific developments, having the opportunity to perceive the positive domestic experience (Granta.,2022, June 2022).

3.3 My own research in the field of motivation at modern enterprises

In my research I relied on facts that interested me primarily as a future manager. Therefore, I created questions that helped me gather statistics and make an analysis in the form of human questionnaires, with a brief description of the situation and possible recommendations to improve the situation. Also, for comparison, I took employees of public utilities and manufacturing enterprises.

Important questions:

1) the specialty according to the diploma and the actual place of work

2) work experience at the given place

3) job functions

4) how the management motivates the person, how or what reinforces the importance of the event

5) how the person motivates himself/herself to work, what is important to him/her

6) comparison of the employee's motivation and his or her management

7) analysis and recommendations to improve the state of motivation.

3.3.1 Questionnaire of people, working in different fields

Here are surveys of people who belong to the field of working with people their motivational factors:

Table 3.3.1.1 – Lena's questionnaire

Sphere: Medicine	Place of work: Outpatient clinic of general family medicine
1.The specialty:	
according to the diploma	Fel′dsher (medical assistant)
actual place of work	Nurse of family medicine
2.Work experience at the given place	2 months Previously: nurse, ward - 9 months; nurse, physiotherapy department - 1.5

	years; ward nurse - 1.5 years
3.Job functions:	
according to the diploma	questioning, examining patients, making a diagnosis, providing first aid
actual place of work	From experience: 1)Drawing blood, giving drips, giving injections, measuring temperature, keeping records 2) performing procedures, inhalations, electrophoresis 3) EKG, take blood for sugar, give drips, give injections 4) give first aid, draw blood, put IVs, dilute disinfectants, treat workplace, prepare own and doctor's workplace, treat and disassemble systems, see if there are medicines, assemble beaks, write out referrals for urine and blood
4.Motivation (questions 4&5):	
management → worker	From experience: 1)taught everything she knows how to do, but at first, dropped like a kitten after college to learn on her own, reassured that it was okay 2)0% motivation, taught a little different, new business, easier in terms of working conditions for the same money 3)didn't say anything except - get over the work schedule 4)here she wasn't thrown like a kitten, but immediately pointed out the list of the employee's functions
self-motivation	From experience: 1)it's for the money, to satisfy all the wants and have at least some seniority to work in other places 2)ran here because it is easier, but again

	for the money, although it was more interesting, there was an opportunity to learn what was not taught in college, 3)money + interest to learn something new, and the salary here is several times higher. 4)there is still money in our time of war.
6.Comparison of the employee's motivation and his or her management	
From what I see: a person has never worked in her profession, but has begun to gain experience in a profession below his rank. In none of the cases did I see any motivation for the employee, while the employee himself was motivated by money and the working conditions were an advantage. Also, the opportunity to learn something that wasn't there in college is a nice addition. All 4 work experiences had one similarity - they were for the money to satisfy desires that cost money, otherwise why work. Of the differences, the experience gained and, of course, the list of job functions.	
7.Analysis and recommendations to improve the state of motivation	
You could say that I see Herzberg's theory here. Herzberg suggests the use of external and internal methods to improve the performance of the enterprise. External methods involve the creation of comfortable working conditions (the ability to do the job however one wants, but in authority), and internal methods involve the emergence of employee satisfaction with the organization (receiving money for work). Motivators relate more to the work itself. For example, how interesting the job is and how many opportunities it provides for additional responsibility, recognition and advancement, and the opportunity to learn new things. Hygiene factors surround the job. For example, an employee will only work if the company has provided reasonable wages and safe working conditions. How to improve in practice: 1)expand job responsibilities - employees are given more varied tasks (not necessarily more difficult) that should make work more interesting, not increase the workload; 2)employees are motivated to work more if they have more praise for good work.	

Table 3.3.1.2 – Anastasiya's questionnaire

Specialty: Work with people	Place of work: Sales call center
1.The specialty:	
according to the diploma	cook
actual place of work	team leader of the operations team
2.Work experience at the given place	3 years

3.Job functions:	
according to the diploma	to cook
actual place of work	support of the training system, assistance and further additional training of operators; motivation (non-material) of operators; control of line (and operator) load; monitoring calls and providing feedback maintaining and analyzing reports; head of a group of operators in the new customer registration department; controlling operators' time off for shifts and breaks
4.Motivation (questions 4&5):	
management → worker	praise, notice the performance, she can ask questions to the management, to solve the necessary moments, there is a two-way contact, support, there is a promotion
self-motivation	the position is enjoyable, it is for her and about her; likes that the operators listen, bring good performance; there is career growth; she is improving herself, her skills, knowledge; received the title "employee of the year 2022" - motivates to do even more
6.Comparison of the employee's motivation and his or her management	

From what I see: a person does not work in the specialty in accordance with the diploma, but found himself in the field of management, grows and develops, you can see the career growth (started with a simple operator, and now the head of operators). Her motivation is the work itself, its charms, employees, team and bosses, she likes what she does, therefore managers and motivate it is not particularly necessary. Although they provide communication, 2-sided contact, the solution of issues, which only attracts the employee

7.Analysis and recommendations to improve the state of motivation

I think Vroom's theory applies here. The theory is based on the assumption that our behavior is based on a conscious choice from a set of possible alternative behaviors. According to expectancy theory, the behavior we choose will always be the one that maximizes our pleasure and minimizes our negative emotions.

Motivation = duration * promotion * valence. M (motivation) is a value that determines how much a person will be motivated by the situation in which he finds himself (it can be seen that the results are stunning, the person is satisfied with his work). E (expectation) - the person's perception that efforts will lead to results. In other words, a person's assessment of the degree to which effort actually correlates with performance (due to the fact that it is noticed, praised and there are bonuses in the form of employee of the year statuses, there is motivation to do even more). I (contribute) - the person's perception that the work will be rewarded, i.e. a person's assessment of how well the amount of remuneration correlates with the quality of performance (there are statuses, bonuses, there is an understanding that a person is seen and noticed). V (valency) is the perceived strength of the reward that will result from performance. If the reward is small, the motivation will be small, even if the duration and promotion are high (there are rewards in principle + employees do their job with a bang).

Expectancy theory is a theory of motivation in the workplace. It says that a person on your team will be motivated when they believe they can achieve their goals and know they will be rewarded for them, and they appreciate the reward. Thus, by rewarding all team members well, you can create highly motivated staff and high-performing teams. Therefore, everything has developed here and you just need to continue to do your job: 1) awards should be directly related to performance; 2) the way the award is chosen must be transparent; 3) awards must be well-deserved; 4) rewards must be desirable

Table 3.3.1.3 – Anastasiya's questionnaire

Specialty: Work with people	Place of work: Hairdressing salon
1.The specialty:	
according to the diploma	hairdresser-fashion designer-makeup artist
actual place of work	hairdresser
2.Work experience at the given place	1 year
3.Job functions:	
according to the diploma	cutting, dyeing hair, styling hair, cutting
actual place of work	and styling beards and mustaches
4.Motivation (questions 4&5):	
management ➔ worker	there are a lot of customers - we need to serve them
self-motivation	money, need to serve a shift, recognition, reputation, prestige is

	important
6.Comparison of the employee's motivation and his or her management	
From what I can see: a person works in the field she had studied and performs the corresponding duties. However, I do not see any motivation from management regarding the work and performance of his duties, there are instructions on what needs to be done and how. And the employee is motivated in terms of material and non-material. The latter is about what it says: reputation, recognition, prestige, and tangible - money	
7.Analysis and recommendations to improve the state of motivation	
I think that F. Herzberg's two-factor theory of motivation works here. Especially on the moment of factors motivating to work (motivators) - achievements, recognition of merits, responsibility, opportunities for career growth. Absence of motivators, and they are related to the nature and essence of work itself, does not lead to people's dissatisfaction with work, but their presence in due measure causes satisfaction and motivates employees to take necessary actions and increase efficiency	

3.3.2 Questionnaire of people, working in education field

Here are surveys of people who belong to the field of education their motivational factors:

Table 3.3.2.1 – My mother's questionnaire

Sphere: Education	Place of work: School
1.The specialty:	
according to the diploma	elementary school teacher
actual place of work	
2.Work experience at the given place	12 years
3.Job functions:	
according to the diploma	there are job descriptions that teachers have to fulfill
actual place of work	teaching and nurturing children and parents, managing the children's team, keeping school records of the classroom, taking care of the condition of the classroom: keep the equipment in order, make sure the classroom is airy, water

	the flowers; taking/driving the children on field trips, disciplining the environment
4.Motivation (questions 4&5):	
management → worker	they say about the need and importance of the profession, professional development, taking courses, following the curriculum that the teacher must follow
self-motivation	love for children, likes to do this work; sometimes he forces herself, saying that "it cannot be otherwise, this is a means of life"; likes to be responsible for children, likes technology in the classroom, although it's hard, it's convenient (for example, when she can't understand what is wrong or how to use a laptop, projector or multimedia board before learning and practicing); likes working with specialists at work - communication with them, the opportunity to learn, develop, improve; not a supporter of career advancement --> a supporter of simple communication with children, interaction with them, receiving feedback, achieving contact, trust
6.Comparison of the employee's motivation and his or her management	

From what I see, she has been working at the company in his profession according to his diploma for 12 years, she follows work instructions + takes care of her health and the health of her children, then there is motivation from the staff to the employee regarding her qualifications, personal growth. On the one hand, it is for the prestige of the school, for the sake of attracting parents, because now many began to follow who teaches their children, what they wear and where they live, exactly how and for what skills, what a specialist teacher, etc. On the other hand, I don't see any motivation from the school to work with children. That is, managers improve an employee's position without any question of desire or dissatisfaction. Rather, the fact that the person is successful, plus she has excellent self-motivation,

that the school only supports her in terms of self-development, either works here. And that's actually very cool. Or, trivial anti-motivation - you don't want to work, they'll quickly find someone to take your place. And, as the mother perfectly motivates herself, at times only forced, perhaps these are the very times when it is necessary to undergo professional development and she does not see the children, can not get full pleasure from work, her motivation works for work with children, while the managers motivate her only to grow.

7.Analysis and recommendations to improve the state of motivation
I think that McClelland's theory applies here, namely on the point of the need for complicity. And also, the need for companionship with the people around them. Such employees care about what others think of them, their status in society is important (which affects the prestige of the school in this case). Usually, these types of employees work in the service sector and are suitable for communicating with customers (in this case, children and their parents). The opportunity for social interaction (paperwork) will only reduce the desire to work (which is the case, communication with children is a priority). Praise from colleagues and management (as a nice addition). One of the most important conclusions of McClelland's theory relates directly to the motivation of entrepreneurial ability in society at large. He was of the opinion that a society with a predominant motivation to achieve can produce a large number of active, enterprising and enterprising entrepreneurs, who, in turn, can accelerate the economic performance of that society. In addition, data from research on human motivation, in accordance with the theory I am considering, clearly show that people with high achievement needs are themselves convinced that they can achieve success, rather than those who have no achievement needs. Therefore, the main recommendation here would be to motivate leadership itself to work with children, not just to grow the individual in skills in the area of qualification

Table 3.3.2.2 – Anna's questionnaire

Sphere: Education	Place of work: School
1.The specialty:	
according to the diploma	primary school teacher, educator at a boarding school
actual place of work	primary school teacher
2.Work experience at the given place	12 years
3.Job functions:	
according to the diploma	teach primary school subjects
actual place of work	teaching elementary school subjects,

	substitute teaching, parenting, professional development, monitoring children in the classroom and the state of the classroom and technology
4.Motivation (questions 4&5):	
management → worker	they only say it is important to take the courses
self-motivation	need to get paid, go to work, children motivate, "we are responsible for those we have tamed"
6.Comparison of the employee's motivation and his or her management	
From what I can see, the man is working in his specialty, albeit partially. He performs a little more duties related to classroom management. I don't see any motivation in the person's work, especially with regard to working with children or coming to work in general. But there is a sense of responsibility. You can see that the person has made a decision and is going to the end, that is, leading the class to the end. There is also a material factor of motivation - money and a place of work.	
7.Analysis and recommendations to improve the state of motivation	
I think that McClelland's theory is applicable here as well, namely in terms of the need for complicity. One of the most important conclusions of McClelland's theory is directly related to the motivation of entrepreneurial abilities in society as a whole. Furthermore, the evidence from human motivation research, in line with the theory I am considering, clearly shows that people with high achievement needs are more likely to be convinced that they can succeed than those without achievement needs. Therefore, the main recommendation here would be to motivate the leadership itself to work with children, not just to grow the individual in skills in the area of qualification	

Table 3.3.2.3 – Natalia's questionnaire

Sphere: Education	Place of work: Gymnasium
1.The specialty:	
according to the diploma	teacher of Ukrainian language and literature, foreign literature and ethnography
actual place of work	teacher of Ukrainian language and literature, foreign literature
2.Work experience at the given place	24 years

3.Job functions:	
according to the diploma	psychological support, partial financial incentives, trainings with teachers, and appropriate working conditions
actual place of work	teaching children, love for children, the atmosphere and teaching staff play a big role
4.Motivation (questions 4&5):	
management → worker	they only say it is important to take the courses
self-motivation	need to get paid, go to work, children motivate, "we are responsible for those we have tamed"
6.Comparison of the employee's motivation and his or her management	
From what I can see, the person has psychological support and motivation at work and is working in his specialty, though not fully. She is motivated by her children, her love for them, and performs a little more duties than her diploma, but they all relate to the subjects she teaches. Her supervisors motivate her both financially (incentives) and non-financially (psychological support).	
7.Analysis and recommendations to improve the state of motivation	
It's hard to say what can be improved here, because motivation works both ways. The only thing is to keep the motivation process the way it is.	

Table 3.3.2.4 – Natalia's questionnaire

Sphere: Education	Place of work: Lyceum
1.The specialty:	
according to the diploma	teacher of Ukrainian language, literature and foreign literature
actual place of work	teacher of Ukrainian language, literature and foreign literature
2.Work experience at the given place	10 years
3.Job functions:	
according to the diploma	teaching of the above subjects
actual place of work	teaching of these subjects + classroom management in grades 5-11, educational work, ensuring the livelihood of children
4.Motivation (questions 4&5):	

management → worker	there is a concept - you have to do it, or you are not allowed to work
self-motivation	"a person who does not develop degrades, and I don't want that", development of skills, abilities, based on the training materials received, saves time in the future, children give a boost of energy, no stimulating factors, and there is indifference and common sense
6.Comparison of the employee's motivation and his or her management	
From what I can see, the person develops according to the courses that the lyceum needs to improve their skills, and the motivation here is time saving on the part of the person, and the notion that it is necessary on the part of the management.	
7.Analysis and recommendations to improve the state of motivation	
I think Vroom's theory applies here. The theory is based on the assumption that our behavior is based on a conscious choice from a set of possible alternative behaviors. According to expectancy theory, the behavior we choose will always be the one that maximizes our pleasure and minimizes our negative emotions. Moreover, a person has an indifferent attitude to everything and everyone, she is ready for anything Expectancy theory is a theory of motivation in the workplace. It says that a person on your team will be motivated when they believe they can achieve their goals and know they will be rewarded for them, and they appreciate the reward. Thus, by rewarding all team members well, you can create highly motivated staff and high-performing teams. Therefore, everything has developed here and you just need to continue to do your job: 1) awards should be directly related to performance; 2) the way the award is chosen must be transparent; 3) awards must be well-deserved; 4) rewards must be desirable	

Table 3.3.2.5 – Tetyana's questionnaire

Sphere: Education	Place of work: University
1.The specialty:	
according to the diploma	management of organizations
actual place of work	scientific and pedagogical worker in the subject of organization management
2.Work experience at the given place	10 years
3.Job functions:	
according to the diploma	perform duties related to the

	management of organizations
actual place of work	to teach disciplines in accordance with the specialty and in specialties that coincide with the competence, to fulfill job descriptions
4.Motivation (questions 4&5):	
management → worker	providing opportunities: postgraduate studies, writing articles, career guidance; career ladders, contract terms, material and non-material incentives, motivation in all areas, stimulate improvement of work indicators, talk about the need to improve the quality of teaching, improve the level of teaching, talk about problems, about improving the level of teaching, individual work with students
self-motivation	in the first place is non-material motivation - a person is ambitious, achievements and development are important to her, she enjoys teaching more than in the scientific field, in working with foreigners, she will give a lecture to even 1 student, she feels her contribution to the university, she is completely satisfied with education, believes that the most important thing is to know, is proud of the fact that she teaches serious disciplines at the department, likes when a student works; is distracted during lectures from everything; receives material motivation in the form of salary, supplement, bonus; motivates that there are many indicators in the work, there is reading of subjects in English
6.Comparison of the employee's motivation and his or her management	
From what I see, a person started working not in a profession, but in a related specialty. In the process, she went up the career ladder and became a scientific and	

pedagogical worker, which she is completely satisfied with. A strong internal motivation is felt due to the ambition of the person himself. Therefore, she is completely devoted to her work and can forget about personal issues during the teaching process. It is also visible both material and non-material stimulation aimed at improving indicators in work as a specialist and creating all the necessary conditions for work and a contract.

7.Analysis and recommendations to improve the state of motivation
Many theories of motivation are combined here, because Maslow has all the indicators, and there is Vroom with the choice of behavior. Two-way motivation and their effectiveness are visible. But, I don't see any motivation from the management to work with students. Yes, there is an improvement in indicators related to working with the same students, but not communication with them. Although the emphasis is on encouragement to work with them individually. Therefore, I would advise the university to add psychological support. at least to support ambition in this case, or to support a person. Also, you can add an emphasis on the management saying that they see the specialist's work, that is, banal praise, in addition to material praise.

Table 3.3.2.7 – Anastasiya's questionnaire

Sphere: Education	Place of work: University
1.The specialty:	
according to the diploma	managemer
actual place of work	assistant teacher at the Department of Management
2.Work experience at the given place	5 years
3.Job functions:	
according to the diploma	administrative management / management, management of teams, processes, organization
actual place of work	all above + teaching, analysis of information, processing of information
4.Motivation (questions 4&5):	
management → worker	salary, bonuses, vacation, incentive methods: assessment from students, pay for performance, non-material incentives: atmosphere, communication, opportunities, no restrictions, the ability to choose the workload yourself,

	organize time, flexibility, the ability to take on the workload yourself, the number of projects, minimal control
self-motivation	salary, appreciation for work, conditions created by the university, constant interesting communication, contribution will be felt
6.Comparison of the employee's motivation and his or her management	
From what I see, a person does not work according to her specialty, but has gone up the career ladder and teaches disciplines according to her specialty, develops herself, has communication and uses opportunities. Has internal motivation and material motivation. Motivation and full provision of the necessary conditions on the part of the employer are also visible. There are opportunities for growth and development	
7.Analysis and recommendations to improve the state of motivation	
Maslow's theory is clearly visible here, with the provision of all levels of needs. Two-way motivation is visible, which reinforces each other and gives efficiency and productivity in work, which enables both parties to be satisfied. But, I don't see any motivation from the management to work with students. Yes, there is an improvement in indicators related to working with the same students, but not communication with them. Although the emphasis is on encouragement to work with them individually. Therefore, I would advise the university to add psychological support. Especially for work with students. There are different situations, different levels of motivation and hypocrisy, that students, for example, do not come in contact with the teacher. But this cannot be kept inside, and a person must be motivated to continue working with students and, thereby, improve her own performance at work	

3.3.3 Questionnaire of people, working in manufacture field

Here are surveys of people who belong to the industrial field of their motivational factors:

Table 3.3.3.1 – My father's questionnaire

Sphere: Manufacture	Place of work: Akam Chnpp
1.The specialty:	

according to the diploma	mechanic technician, agriculture
actual place of work	mechanic technician, production activity
2.Work experience at the given place	8 months, 0 years according to diploma, 14 years as a thermist
3.Job functions:	
according to the diploma	machine mechanic
actual place of work	rubber handling
4.Motivation (questions 4&5):	
management → worker	give instructions according to the work plan, depending on the work plans, "if you don't want to work - stay home"
self-motivation	It is necessary to live to retirement; to have money, it is necessary to do something, to earn a living; "I will work, as long as the money payed".
6.Comparison of the employee's motivation and his or her management	

From what I can see: the person works not in his specialty, and never worked according to the specialty, the management of the company is in favor of anti-motivation. Antimotivation actually acts as a significant determinant of the organization of the personality as a whole at this age stage, which has a negative orientation. And a person motivates himself by the need for money, even if there is no sharp need for it, but a seniority for retirement is needed.

7.Analysis and recommendations to improve the state of motivation

People are demotivated at work by the lack of a sense of belonging to the company; no sense of achievement, no visible results, no personal and professional growth; no recognition of achievements and results by management and colleagues; no change in the status of the employee. Therefore, I would advise to add here at least praise for the work, using demotivation, since the employees still works.

Satisfaction of basic work needs, such as a comfortable place of work, normal salary, insurance will help employees move up the pyramid, and thus be more effective, creative and creative. Therefore, the main task of the employer is to provide employees with a comfortable work environment. It's not always with this package of "perks" that motivation is needed. And there they are.

Table 3.3.3.2 – Yuri's questionnaire

Sphere: Ensuring operation and development	Place of work: Information and Computer Center of south railway station

1.The specialty:	
according to the diploma	electrical technician
actual place of work	electro mechanic
2.Work experience at the given place	23 years
3.Job functions:	
according to the diploma	machine repair, factory specialty
actual place of work	maintenance of pumps, air conditioners, power system as a whole, uninterruptible power supplies, now 50% of the equipment that is needed is not there, before there were electric fitters, now - the equipment is changing
4.Motivation (questions 4&5):	
management → worker	on-duty personnel, like an ambulance, only as maintenance of power systems, they give orders exactly what to do as a specialist, all in polite form and requests to fix something, that here and there to do something, 0% entreaties to do their job
self-motivation	they pay money to feed his family, buy something, go somewhere, entertainment, rent; the job has an instruction card, duties, shift schedule, team; when he does not want to work - he asks to change shifts or takes a day off at his own expense
6.Comparison of the employee's motivation and his or her management	

From what I see: a person works in the same specialist, but with a different specificity of work, for the reason that the specificity according to the diploma was 23 years ago, and time goes and 50% of the equipment has changed, respectively, and the functions to perform the work have also changed. At work the functions are performed according to the requirements and a person clearly knows what to do and when, which is already a motivation to work, because knowledge is better than ignorance. Also, there is no direct motivation or persuasion from the company to the employee regarding the work. They give him the whole list of physical needs, which already attracts and motivates him to work and get money, which is the self-motivation of a person. They are the means of getting the job done. As far as I can

see, forcing yourself to go to work is already automatic, after all these years.
7.Analysis and recommendations to improve the state of motivation
I see the use of Maslow's pyramid of needs here. This pyramid of needs reflects one of the most popular and well-known theories of motivation - the hierarchy of needs theory. Here I can see the provision of the physical needs of the employee - the place of work, the instruction card, duties, work according to at least 50% of the functions according to the diploma and improvement of qualifications according to the new equipment. The need for belonging and love is also immediately evident here, because the employee is left in his place and learns on the job, and is not kicked out because the equipment has changed. The need for security is also fulfilled here - money is paid for work. And they are the motivation for a person. The need for respect is also evident - orders come more in the form of requests and in a respectful manner. I would say that even cognitive needs are fulfilled, because a person learns according to the modification of technology, rather than standing still, even if self-taught.   Since money is the main motivator for a person, it is possible to improve motivation on the part of the enterprise by additional payments for high performance in work: bonuses, bonuses, percent of transactions, salary increases. If from the non-material motivation side, then praise from the administration of the organization for the work done, noting the well done work plan, words to the effect that the employee is valuable. Words of gratitude are also the engine of progress.

Table 3.3.3.3 – Ruslan's questionnaire

Sphere: Ensuring functioning and development in the field of electricity	Place of work: Factory
1.The specialty:	
according to the diploma	electrician for repair and maintenance of equipment repair
actual place of work	electrician for repair and maintenance of equipment repair
2.Work experience at the given place	2,5 years
3.Job functions:	
according to the diploma	repair of machine tools, cranes, electric furnaces, welding machines
actual place of work	repair of machine tools, cranes, electric furnaces, welding machines
4.Motivation (questions 4&5):	
management → worker	are paid an appropriate wage for what

	they perform
self-motivation	"work is necessary in order to have work", worked just like that, but I didn't like that everything was according to the schedule, the pass system, there was no will to act
6.Comparison of the employee's motivation and his or her management	
From what I can see, the person worked according to the diploma and performed the corresponding duties, receiving material motivation for this - money. And from himself - a template stereotype that there should be work, but this gave him an internal immaterial motivation to work.	
7.Analysis and recommendations to improve the state of motivation	
In this case, the banal idea that monetary incentives are the only way to motivate staff came into play. And it was two-way. Therefore, I would add praise, and, if possible, some awards, at least materially, in the form of bonuses, extra payments, even if immaterial, but preferably in any case, praise, awards, etc.	

Table 3.3.3.4 – Elena's questionnaire

Sphere: Service	Place of work: Factory
1.The specialty:	
according to the diploma	club employee, leader of the orchestra of folk instruments
actual place of work	storekeeper
2.Work experience at the given place	19 years
3.Job functions:	
according to the diploma	to organize concerts and discos on holidays
actual place of work	receive the tool, give it to the employees, accept the tool, check it during reception, periodically write it off (more difficult than receiving), must remember everything, know --> develops memory
4.Motivation (questions 4&5):	
management → worker	they pray that she will not leave her job, because she knows everything and instructs others

self-motivation	there is responsibility, "no one will do it for me", salary
6.Comparison of the employee's motivation and his or her management	
From what I can see, a person has been working outside of her profession for a long time, and her motivation is an inner sense of responsibility. Performs many different duties. which are in no way related to the diploma, but a person feels good because she likes that it develops her memory	
7.Analysis and recommendations to improve the state of motivation	
In any case, I would change the attitude towards the person herself, I would add praise and awards for the work. It can be expressed immaterially - in words, attitude, attitude. Also financially - extra payments, bonuses, gifts for work / achievements / results in work	

3.4 What should be included in the motivational system

Despite the existence of a list of developed and well-proven staff motivation schemes, many business leaders face some difficulties.

A modern boss needs to competently approach the issue of stimulating subordinates in order to achieve high performance indicators of the organization at the lowest cost.

The motivation system should meet the basic needs of the team and be easily modernized following changing conditions.

Conventionally, the system of personnel motivation is divided into two forms: material and non-material.

Ways to motivate staff are developed for a specific purpose: to stimulate the improvement of the quality of work of subordinates. There are many innovative methods to improve performance. All of them can be conditionally divided into three main categories:

1-Individual motivation is aimed at working with individual subordinates.

2-Moral and psychological motivation is used to meet the basic internal needs of workers.

3-Organizational motivation helps to create a system of incentives for employees within the institution.

➢ Individual

The implementation of individual methods of personnel motivation is possible in the following forms:

Joint celebrations of significant events in the lives of colleagues: birthdays, weddings, anniversaries, awarding a qualification rank, awarding a certificate of merit * Alternate appointment of a person responsible for organizing extra-work events * Registration of rooms for psychological relief and relaxation of personnel; * Informing the team about the personal achievements of each employee (this can be done at general planning meetings, with the help of honor boards or the release of a corporate newspaper) * Conducting competitions with the presentation of symbolic awards. The spirit of competition is a great way to motivate subordinates.

➢ Moral and psychological

Such methods of motivation contribute to the professional development of the employee and increase his performance. These include:

Social diagnostics of the company's personnel (diagnostics helps to establish the basic social problems of workers, solving which can influence the staff) * Conducting trainings and competitions aimed at identifying people with leadership qualities * Creating a special atmosphere. These include the color scheme of the cabinets, the music in the rooms for relaxation and the possibility of expressing creativity in everyday work.

As moral encouragement apply:

- praise an employee in the presence of colleagues;

- personal gratitude of the head, expressed orally or in the form of a letter.

➢ Organizational

The use of such methods of motivation allows you to systematize the work of the institution. The group of organizational incentives includes:

Organization of meetings and briefings for the entire team (informing subordinates about the tasks of the company, the opportunity to hear the opinion of each contribute to the involvement of all employees in the process of achieving the common goal) * Administration (drawing up a list of functional duties of subordinates (study of the regulatory framework related to the functioning of the institution; creation of a code of ethics for a company employee; culture of communication with clients and colleagues; formation of a system of rewards and punishments, which applies to all personnel of the company).

Such techniques are popular in institutions where most employees have to be forced to work, and management is set to use the "carrot and stick". On the other hand, a clear knowledge of their duties, as well as the consequences of their non-fulfillment, is an important component of the work of each enterprise.

Grading is one of the modern methods of improving the efficiency of personnel. This method of staff motivation allows you to form a hierarchical "ladder" of employees regarding their value to the company, on the basis of which the system of remuneration for the work of each employee is calculated. Evaluation criteria used in grading: qualification, education, responsibility, diligence, productivity.

CONCLUSION

Most large companies use the same basic system of motivation in their activities as government organizations. The system of key performance indicators has proven to be one of the most effective mechanisms. At the same time it is necessary to develop separate methods of motivation for specialists engaged in different spheres. The system of personnel motivation depends largely on the peculiarities of the psychology of the employees involved in specific areas of activity.

Most of the motivational practices used in Ukraine are borrowed from international experience. No own schools of motivation have been created yet. At the same time, company management does not use theories as such, but systems developed on their basis, which can be implemented within the framework of existing business processes, are clear and scalable. The main feature of motivational solution should be its comprehensiveness, the system should include all parts of the management chain and work for each of the individual units of the company. At the same time, it is necessary to use all the variety of motivational tools, developed and offered by practice.

They are divided into two main groups: tangible and intangible tools of motivation. The classification can be conditional, since the same tool can be used differently in different conditions. Motivation, unlike business processes, can be different: some methods and ways are acceptable for routine processes, and completely different ones will be required in situations that require an employee to be creative. Motivation for specialists involved in routine areas, such as bank operators, lawyers, human resources specialists, may be unsuitable for inventors, artists, programmers, specialists involved in engineering.

The authors of substantial and procedural theories of motivation believe that productive work is one of the needs of an individual, and motivation should be based on the satisfaction of this need.

In practice, the developers of motivation systems prefer to be guided by the attitude that it is necessary, first of all, to satisfy the basic needs of an employee,

which will be the basis for increasing labor productivity. Labor motivation is a fusion of different psychological approaches, so it is very rarely embodied in reality.

Various categories and ranks of employees are involved in production. These are workers, foremen, engineers, and managers. They have different specifics of activity, but some factors are common to all levels of personnel. These are the need for knowledge of technology and processes, often dangerous and demanding working conditions, brigade work, great responsibility for product quality.

Motivation system should be based on stimulation of employee's activity in relation to each of these factors. The necessity of retraining as new equipment or information technologies are introduced becomes an additional moment of employee's work in production.

But, unfortunately, during my own research, I realized, that now there is a tendency of lack of motivation or anti-motivation, if these are utility or industrial enterprises. In more modern enterprises, the focus is on employee praise, on attention to him. There is also a desire for the worker to reach the heights. Basically, in the course of the research, I noticed that money is the main motivator and meaning of going to work. Some have them for the sake of the family, some for the sake of living. But the fact remains that people are not motivated to do their job, which is fundamentally bad. After all, who knows what heights they could reach if their management would at least notice them and praise them for the work done, even if it is according to the plan and functions of the employee. One gets the feeling that modern enterprises lack humanity and communication with employees.

Methods of motivation, on the one hand, require considerable additional efforts from the company management, and a raw, inconsistent, unfinished system cannot be brought before the supervisory board. On the other hand, approving them in this way will help to convince all employees in its efficiency, to reduce the element of voluntarism and unfairness, to establish clear and predictable rules of the game for everyone.

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