

LABOUR ECONOMICS, PERSONNEL MANAGEMENT AND MARKETING

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PRINCIPLES OF WORK MOTIVATION OF THE STAFF OF THE ENTERPRISE

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motivation, labor motivation,
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potential, motive, enterprise,
personnel, need, incentive,
remuneration.

The article examines the motivation of the staff of the enterprise «Food Base Zaporizhzhia» LLC. The personnel composition of the enterprise is analyzed. It is determined that the labor resources of an enterprise are one of the most important components of its activities. It is substantiated that a significant problem faced by enterprise managers is the motivational policy of personnel and the way to productive achievement of goals. The concept of motivation is substantiated, which is closely related to the problem of personnel management. It is found that economic relations also put forward new requirements for personnel. It is revealed that labor is a necessary condition for the existence and development of society, as an expedient activity of people aimed at meeting their vital needs. It is substantiated that one of the components of labor is its motivation at the level of participants in labor relations. The variability of personnel composition is studied. Methods of optimization of motivational policy are proposed. An analysis of scientific sources on the evaluation of staff motivation is carried out. A characterization of the researched enterprise «Food base of Zaporizhzhia» LLC is provided. The sources of search for personnel for the researched enterprise are provided. The main tasks in hiring employees are substantiated in terms of quality and quantity. The motivational potential of payment systems for the enterprise is disclosed and substantiated. The current work of the motivational policy in the LLC «Food Base Zaporizhzhia» is disclosed. Conclusions on the basic principles of labor motivation of the enterprise's staff are made.

ЗАСАДИ МОТИВАЦІЇ ПРАЦІ ПЕРСОНАЛУ ПІДПРИЄМСТВА

Дашко І.М., Войко Л.А., Михайліченко Л.В.*Запорізький національний університет**Україна, 69011, м. Запоріжжя, вул. Університетська, 66***Ключові слова:**

мотивація, мотивація праці,
мотиваційна політика,
мотиваційний потенціал,
мотив, підприємство, персонал,
потреба, стимул, оплата праці.

В статті досліджено мотивацію персоналу підприємства ТОВ «Продовольча база Запоріжжя». Проаналізовано кадровий склад підприємства. Визначено, що трудові ресурси підприємства є одним із найважливіших складників його діяльності. Обґрунтовано, що суттєвою проблемою, з якою зустрічаються керівники підприємств є мотиваційна політика персоналу і шлях до продуктивного досягнення цілей. Обґрунтовано, поняття мотивації, що тісно пов'язано з проблемою управління персоналом. З'ясовано, що економічні відносини висувають і нові вимоги до персоналу. Виявлено, що необхідною умовою існування й розвитку суспільства є праця, як доцільна діяльність людей, що спрямована на задоволення їхніх життєвих потреб. Обґрунтовано, що однією з складових праці є її мотивування на рівні учасників трудових відносин. Досліджено варіативність кадрового складу. Запропоновано методи оптимізації мотиваційної політики. Проведений аналіз наукових джерел з питань оцінки мотивації персоналу. Надано характеристику досліджуваного підприємства ТОВ «Продовольча база Запоріжжя». Надані джерела пошуку персоналу для досліджуваного підприємства. Обґрунтовано основні завдання при наймі працівників на роботу в якісному і кількісному відношенні. Розкрито та обґрунтовано мотиваційний потенціал систем оплати для підприємства. Розкрито поточну роботу мотиваційної політики у ТОВ «Продовольча база Запоріжжя». Зроблені висновки щодо основних засад мотивації праці персоналу підприємства.

Statement of the problem

A significant problem faced by business leaders today is the motivational policy of staff and the way to achieve goals productively. This problem is a primary one even for successful business structures.

For any work to be productive, it needs motivation. The concept of motivation is closely related to the problem of personnel management. Economic relations also place new demands on staff. This includes not only the recruitment, training and placement of personnel, but also the formation of a new consciousness, mentality and methods of motivation. Labour is a prerequisite for the existence and development of society, as it is a reasonable activity of people aimed at satisfying their vital needs. One of the components of labour is its motivation at the level of participants in labour relations.

In the narrow sense of the word, "motivated activity" means free human actions aimed at achieving goals and realising interests. In a motivated activity, an employee determines the degree of action depending on internal motivations and environmental conditions.

Analysis of recent research and publications

In the modern economic literature, many scholars have studied the issue of assessing labour motivation. F. Taylor, F. Gilbreth and L. Gilbreth, G. Emerson, M. Follett, as well as O. Sheldon, A. Fayol, and E. Mayo made a significant contribution to the development of the theory and practice of labour motivation. Well-known authors of modern motivation theories in the West are A. Maslow, F. Herzberg, L. Porter, E. Lawler, D. McGregor, D. McClelland, V. Vroom and others.

The study of modern economic research on labour motivation shows that attention is being paid to the formation of the efficiency of enterprise motivation. Thus, in the works of Ivanchenko G.V. the use of intangible incentives at domestic enterprises is formulated. Mostenska T.L., Novak V.O., Lutsyki M.G. and Minenko M.A. in their research reveal the main role of motivation of creative work, which is aimed at increasing job satisfaction and staff interest [8]. Zanyuk S. considers motivation as a set of factors that determine employee productivity [6].

Formulation of the article's objectives

The aim of this article is to substantiate the assessment of staff motivation and the impact of the enterprise's motivational policy on the status of its staff.

Summary of the main research material

Assessment of labour motivation is a complex and multifaceted phenomenon that requires a comprehensive study. Human behaviour in the course of labour activity is influenced by a set of factors-motivators that encourage activity, in particular: external (at the level of the State, industry, region, enterprise) and internal (components of the structure of the employee's personality itself – needs, interests, values of a person, peculiarities of labour mentality associated with them and the socio-cultural environment, etc.).

Undoubtedly, labour efficiency depends on motivation, but this relationship is quite complex and ambiguous for both management and employees.

At Zaporizhzhya Food Base LLC, the HR manager is responsible for hiring employees. He deals with the following issues:

- study of the labour market;
- analysis and assessment of staffing needs;
- recruitment, selection and adaptation of employees.

Personnel files are maintained throughout the employment period. During the seasonal increase in the need for employees, temporary recruitment is practiced. In the event of an employee's dismissal, the personnel files are transferred to the archive of Food Base Zaporizhzhia LLC.

Table 1 – Number of employees of Food Base Zaporizhzhia LLC for 2021-2023

Indicator	2021 year	2022 year	2023 year
Average number of employees, people	18	15	16
Women	5	5	5
Men	13	10	11

[developed by the authors]

According to Table 1, we can conclude that the number of employees in 2022 decreased by 16.67% (3 people) compared to 2021, and in 2023 the number of employees increased by 6.25% (1 person).

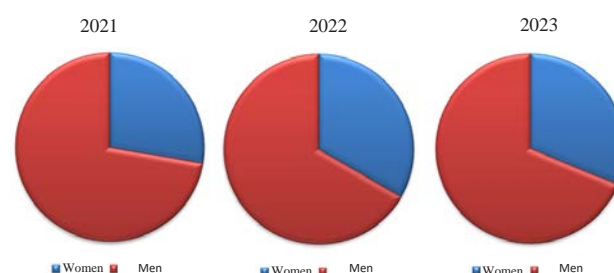


Fig. 1 – Comparison of the number of women/men in 2021-2023 [developed by the authors]

To attract employees, Food Base Zaporizhzhia LLC uses internal (its own capabilities) and external (third-party resources) sources.

Table 2 – Sources of staff recruitment

Internal sources	External sources
– Recruitment of personnel with the help of existing employees;	– Placement of announcements, advertisements, etc.;
– Personnel reserve.	– Creating a positive image of the company in the labour market.

[developed by the authors]

The main task when hiring employees is to meet the demand for employees in terms of quality and quantity.

Recruitment objectives:

- general analysis of the need for personnel;
- precise determination of who the company needs;
- identifying sources of candidates and selecting selection methods.

An equally important task of recruitment is to find the employees the organisation needs at the moment.

Before a candidate is offered a job, he or she is interviewed, after which a personality match is made to the position for which he or she is applying and a conclusion is made about his or her professional qualities – whether the candidate is suitable for the position.

Every employee needs to be encouraged, i.e. motivated, when they are hired and throughout their employment.

Motivation (from Latin *movere*) is an inducement to action; a dynamic process of psychophysiological plan that controls human behaviour, determining its direction, organisation, activity and stability; a person's ability to actively satisfy his or her needs [3].

Work motivation is an employee's desire to satisfy needs through work. The structure of the work motive includes:

- a need that the employee wants to satisfy;
- a benefit that can satisfy this need;
- labour action required to obtain the benefit;
- price - material and moral costs associated with the labour action.

An employee's motivation to work is based on need, motive and incentive. A need expresses the need for certain benefits: spiritual, material, and social values. A motive is something that causes certain human actions. It determines what needs to be done and how this action will be carried out. The incentive is the employee's desire to move up the career ladder, his or her participation in the management of the enterprise and decision-making in the organisation [10].

The system of motivation of the management personnel of "Food Base Zaporizhzhia" LLC should comply with the following principles:

- flexibility – the ability to respond quickly to changes in external and internal operating conditions;
- systemicity – a full reflection of the individual contribution of a person to the achievement of the company's final results through the person-position-work and person-group-team chains;
- matching – establishing a level of staff motivation that is consistent with the quantity, quality and significance of the work involved;
- structured – characterises the division of salary into parts, each of which reflects the employee's personal contribution to the achievement of current, final and long-term results of the company's activities;
- openness of the personnel motivation system – transparency and information accessibility for each employee.

The main methods of staff motivation in today's environment are:

- cash payments for achieving the goals set;
- punishment is the prevention of actions on the part of an employee that may cause damage to the company;
- social policy is related to the provision of additional benefits, services and social payments to employees;
- intangible incentives (appreciation awards, written thanks from management and even compliments);
- "building" (subconscious influence on a person) – makes it possible to arouse the interlocutor's respectful attitude and desire to follow the speaker's example;
- professional training is an opportunity to develop personal qualities and gain specialised knowledge that opens up broad prospects;
- career growth is an incentive to work hard, perform your duties efficiently and effectively;

– feedback, which can be provided via internal mail or the company's internal website by organising a special section for this purpose [9].

Motivation of labour activity cannot be effective without satisfaction of material needs and engagement of employees' material interests.

Wages, as the main form of employee income, play a leading role in material motivation, which should be understood as the desire for prosperity, a certain level of well-being, and a material standard of living. At the same time, it should be noted that the relationship between wages and labour motivation is complex and controversial. The economic literature, research and publications of recent years are dominated by a one-sided approach to the analysis and impact of salary on labour motivation: only one aspect of this complex issue is being highlighted and criticised – the low level of remuneration for labour services, so that salary growth is the development of the needs of the staff of Food Base Zaporizhzhia LLC as a consumer interested in the organisation's performance.

The motivational potential of remuneration systems differs significantly. Remuneration systems that are based on an organisational and economic mechanism that ensures the solution of three tasks are incentivised:

1) encourages employees to increase their labour activity and labour contribution;

2) provides a direct, immediate link between labour contribution and the amount of remuneration for labour services;

3) optimises the interests of employers and employees.

Wages as an economic category and an element of the economic system are among the most complex. In today's economy, it should be taken into account: first, wages are an economic category that reflects the relationship between the owner of an enterprise and an employee regarding the distribution of newly created value (income); second, wages are remuneration paid by the owner to the employee for work performed under an employment contract; third, wages are an element of the labour market, which is the price at which an employee sells labour services; fourthly, for an employee, wages are his/her labour income, which he/she receives as a result of the realisation of the ability to work and which should ensure the objectively necessary reproduction of labour force; fifthly, for LLC "Food Base Zaporizhzhia", wages are an element of production costs included in the cost of products, works (services), and at the same time the main factor in ensuring the material interest of employees in achieving high final results of work [7].

The tariff system has played and should continue to play a decisive role in organising salaries at Food Base Zaporizhzhia LLC. The tariff system is a set of regulatory materials that help to set the level of employees' salaries depending on their qualifications (complexity of work) and working conditions. The main elements of the tariff system include tariff scales, tariff rates, a guide to the qualification characteristics of employees' professions, official salaries, allowances and additional payments to wages [2].

The remuneration system in place at Food Base Zaporizhzhia LLC promotes the interests of both the employer and employees. In the interests of the former, the remuneration system directs the efforts of employees to achieve

the performance indicators expected by the employer. In the interests of the employee, the remuneration system provides an opportunity to increase material well-being depending on the labour contribution and the realisation of existing abilities. The remuneration systems at "Food Base Zaporizhzhia" LLC are divided into incentive, guarantee and compulsory.

Incentive-based remuneration systems are those whose organisational and economic mechanism ensures the simultaneous solution of three tasks:

1) encourages employees to increase their labour activity and labour contribution;

2) provides a direct, immediate link between labour contribution and the amount of remuneration for labour services;

3) optimises the interests of employers and employees [4].

A characteristic feature of guaranteed remuneration systems is that they do not directly depend on the level of the main salary-forming factors - quantity, quality and performance - but rather provide for the accrual of a stipulated salary.

The use of compulsory remuneration systems is most often driven by fierce competition in sales markets, technological process requirements, the desire to survive in the competition, etc. These systems are characterised by high labour intensity and tight labour standards, strict regulation of labour organisation, but most importantly, by the focus of employees on achieving a clearly defined, sufficiently high level of performance that does not allow for deviations.

Non-financial rewards can also be attributed to the methods of motivation at Food Base Zaporizhzhia LLC. Non-financial rewards refer to methods that are not related

to remuneration and are used to reward employees for good work and increase their motivation.

Based on the above, the following suggestions can be made to improve labour

- involvement of the manager in improving performance and motivation by empowering employees;
- organise corporate events to unite the team;
- the possibility of individual working conditions for the physical or moral and psychological state of the staff (remote work, part-time work, benefits, etc.);
- hiring a more motivated employee from the existing staff;
- introduction of working conditions for the company's competitiveness in the market;
- use of a more effective system of material and non-material labour motivation (salary increases, bonuses for the best employees, additional days for vacation, time off).

Conclusions

Motivational policy is one of the central places in personnel management in "Food Base Zaporizhzhia" LLC, because it is a direct cause of their behaviour. Orientation of employees to achieve the goals of the enterprise is the main task of personnel management. With an effective organisational structure, modern equipment, but without employee motivation, it is impossible to achieve the desired results - members of the workforce will not cope with their duties, but needs are constantly changing, so you cannot expect that the motivation that works now will be effective in a certain time. As the personality develops, so do the opportunities and needs for self-expression. Therefore, the process of motivation by meeting needs is endless.

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