

UDC 005.32:331.101.3]:334.7

Pacheva N.O., PhD in Economics,
Pavlo Tychyna Uman State Pedagogical University, Uman, Ukraine

INFLUENCE OF MOTIVATION MANAGEMENT ON MAXIMIZING PERSONNEL EFFICIENCY

Motivation is the driving force of human behavior, and staff motivation is an important condition for effective work of employees in the interests of the organization. An effective manager must understand the content of motivation, ensure a healthy morale in the team and stimulate employees to work with full dedication. It is motivational management that includes the organization of the production process, which is aimed at the harmonious interaction of all levels of the enterprise, from managers to subordinates.

Motivational management is designed to ensure conscientious, high-quality performance of the duties assigned to them by all members of the organization. The function of motivation is closely related to other functions of production management - planning, organization, control. When planning work, the manager is obliged to direct the efforts of the organization's employees in the direction that will lead the organization to accomplish the task. The goal set for employees should be clear, realistic and achievable. The correct application of motivational management makes it possible to eliminate passivity of personnel and low performance indicators.

The process of motivation permeates all stages of managerial activity, contributes to the activation of highly productive work, the maximum satisfaction of the needs of employees, and the development of their potential [1]. Each individual employee is perceived at the enterprise as an independent, independent unit that cannot be replaced at any time. At the same time, this is the difficulty of motivational management, since each employee has an individual set of motives that change over time and must be constantly under the control of management. Thus, motivational management in its essence should be aimed not so much at exerting influence on

employees, as is derived from the classical understanding of management as a type of activity in general, but at the constant and continuous study and research of each individual employee with his individual, specific, inherent only his needs, motives, interests, values, preferences. [2]. It includes the organization of the production process aimed at the coordinated interaction of all levels of the enterprise, from management to subordinates. Motivational management involves not only establishing motives for activity, but also building management based on the priority of certain motives. Based on this, motives are used as means of management [1]. For organizations with a small number of management levels, staff motivation is aimed at the manifestation of initiative, independence, complete freedom of actions carried out to achieve the assigned task. Motivational management in such organizations is based on the ability to independently solve small production problems.

A positive assessment by the management of the quality of the work performed has a motivating effect on the employees and stimulates them to faithfully fulfill their duties in the future. The trust and value of each employee as a significant member of a team that is moving towards a common goal and the constant expansion of the means of non-material motivation of work will allow to cope with the most difficult task of the manager – the motivation of the staff [3]. Effective management through the mechanism of trust is carried out with the help of trust within the organization (enterprise) between the heads of each unit, between structural units, between employees, as well as the trust of management to subordinates and vice versa; confidence of all members of the organization in the established goal (purpose) of the organization's activities; confidence in the trade union; trust in regulatory or supervisory bodies Successful management involves the support of his team, despite the fact that trust is always a risk, but you need to rely on your employees [4].

Control of all stages of production will help to identify deficiencies in the work, determine the quality of the work performed, on the basis of which the measure of encouragement/punishment of the employee is determined [5]. Material motivation

(salary increase, bonuses, rewards) motivates a person who seeks to achieve a better standard of living, through a monetary reward, to achieve high results at work.

Another factor affecting motivation during the pandemic, the war in Ukraine and the development of modern information technologies is the ability to work remotely. More and more employees show a desire to work at home and have a flexible work schedule – these are the priorities of new generations of personnel. The application of the basic techniques and principles of motivational management in practice will help to become a reliable basis for the successful development of the organization.

Literature

1. Соченко В.М. Сучасна філософія мотиваційного менеджменту. *Бізнес навігатор*. 2012. №3 (29). С. 168-172. URL : http://business-navigator.ks.ua/journals/2012/29_2012/34.pdf
2. Лукьянова Н.А. Мотивационный менеджмент : учебное пособие. Томск: Изд-во Томского политехнического университета, 2011. 106 с. URL : <https://portal.tpu.ru/departments/kafedra/soc/metodic/Tab/MotMen.pdf>
3. Пачева Н.О. Місце мотиваційного менеджменту в діяльності організації. *Сучасні проблеми і перспективи економічної динаміки* : матеріали VII Всеукр. наук.-практ. інтернет-конф. молодих учених та студентів (м. Умань, 19-20 листоп. 2020 р.) : [зб. наук. тез] / МОН України, Уманський держ. пед. ун-т імені Павла Тичини, Навч.-наук. ін-т економіки та бізнес-освіти ; [голов. ред. Н. О. Пачева ; редкол.: О. П. Кірдан, А. Л. Бержанір, В. О. Стойка]. Умань, 2020. С. 254-257. URL : <https://dspace.udpu.edu.ua/handle/123456789/13302>
4. Podzihun S. M., Pacheva N. O., Management 3.0 as the modern management practice. *International periodic scientific journal «Modern engineering and innovative technologies»*. 2022. Issue 20, Part 2. P. 107 – 112. URL: <http://www.moderntechno.de/index.php/meit/article/view/meit20-02-052>
5. Marchenko, O., Guk, O., Borutska, Y., Pacheva, N., Zaichenko, V. Ensuring sustainable development of the enterprise during the transition to industry 5.0. *International Journal of Sustainable Development and Planning*. 2023. Vol. 18, № 4. pp. 1149-1154. DOI: <https://doi.org/10.18280/ijstdp.180418>.