

## CONCEPTUAL APPROACHES TO IMPROVING THE MOTIVATIONAL MECHANISM IN THE ENTERPRISE PERSONNEL MANAGEMENT SYSTEM

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Training competent specialists capable of productive work in modern conditions, their rational structural and spatial placement, changing the management culture, is the key to achieving success of any enterprise. Without qualified and motivated employees, no company or organization is able to create an effective management, marketing, finance or accounting system. Thus, the formation of motivational mechanisms in the personnel management system is a relevant and extremely important process in modern conditions of economic globalization, strengthening the competitive advantages of company and rapid scientific and technological progress, when products, technologies, operational methods and even organizational structures are aging at an unprecedented rate, and the knowledge and skills of the company's employees are becoming the main source of ensuring its long-term development.

Kozak K., Korsikova N., Petrenko Yu. [2] rightly note, martial law and the consequences of the COVID-19 pandemic have hit business extremely hard, but despite this, some enterprises have already adapted to the new requirements and continue to work. However, in addition to solving financial problems, managers should pay attention to the transformation of the existing management system at the enterprise and create an effective motivational algorithm. Since in crisis conditions the employee's psyche is most vulnerable, motivational tools should be mainly aimed at reducing the impact of negative emotions, feelings and anxiety on a person and his work processes.

Rekunen I., Kobushko Ya., Rybalchenko S., Ryzhkov V., Ismaylova A. [5] note, it is difficult to motivate oneself, and it is even more difficult to motivate others.

Batsenko L., Halenin R. [1] note that a skillfully selected and formed personnel of the enterprise today is the key to the successful implementation of competitive activities of any enterprise. It is precisely on the professionalism, perseverance and responsibility of employees that the high results of the company's activities depend. In turn, the motivation of employees is the main factor in these results.

Current human capital management in Ukraine has its own specifics. The full-scale Russian aggression, which began in February 2022, significantly affected all aspects of the socio-economic life of our country. The war brought unique challenges that exacerbated the typical peacetime problems faced by HR managers in Ukraine. However, the war also stimulated adaptation processes that transformed approaches to human capital management of Ukrainian enterprises to ensure its effectiveness [3].

One of the main problems of modern companies is a high level of staff turnover. This is relevant both for newly established enterprises and for successfully operating corporations with a high efficiency index.

Today, against the backdrop of rising unemployment, staff turnover is primarily associated with the departure of highly qualified personnel who have lost hope of realizing their own goals and needs within the current organization.

It is with their departure that a high level of turnover and a great risk for the effective and competitive development of the organization itself are recorded. A carefully designed motivation program can help avoid high staff turnover by aligning the interests and needs of employees with the goals and objectives of the organization.

When working with employees, one should take into account their values, attitudes, and needs, as well as the priority motivational development of each employee of the organization.

The problem of the study is that not all managers pay due attention to motivation. Of course, there is no doubt that the system of motivation and stimulation of personnel should be uniform for

the company and be structured for all ages and values of employees. It is the manager's approach to creating a motivation system for employees of different ages that determines the turnover of personnel in the organization. Among the main problems of high turnover of personnel in the organization among employees of different generations, the following are distinguished:

1. Lack of desire on the part of the manager to develop the motivation system in such a way that it affects employees of different ages, or the company's managers use influencing factors that are already well known and do not destroy their idea of what needs arise in employees of different generations.

2. Insufficient psychological support for employees of different ages. Often in organizations, employees are faced with the fact that management is biased towards both novice specialists, since they have less experience, and towards employees of an older age group.

The human resource management system is the structure of the human resource management system of an organization, consisting of interacting elements, parts and subsystems. Experts distinguish three types of management strategies based on human resource management: a human resource management strategy, which is directed by the organization's strategy; a human resource management strategy, which is a guiding strategy independent of the organization's strategy; «integration», which is a combination of the first two (taking into account the potential human resources available for the organization's strategy).

In addition, the balance between economic and social factors is a key point in motivating and encouraging people to work in an organization in order to increase the productivity of production activities.

The success of many enterprises today is directly determined by the people who work. Maximum productivity cannot be achieved without a good incentive system that increases work efficiency. This system is the basis of the personnel policy of enterprises and factories.

Motivating people is a process that forces employees to develop their work potential and increase productivity, taking into account long-term effects.

When motivation is low, employees lose interest in work and perform only low-skilled tasks. One of the most important types of motivation in the workplace is, of course, remuneration, which allows employees to satisfy their needs. When it comes to motivation to work in a company, one should not forget the abstract aspect that many modern employees may prefer the psychological satisfaction of higher wages. People's needs are satisfied through intrinsic and extrinsic motivation. Intrinsic motivation is the desire to do interesting and responsible work, and extrinsic motivation is the desire to do well-paid work.

In general, several main pillars of existing new and more effective motivation strategies can be identified:

- 1) teamwork;
- 2) personal growth and development;
- 3) abolition of the ratings system.

Therefore, employee motivation is a process that encourages them to develop their potential at work and improve their performance based on long-term effects.

A review of classical theories of this process shows that in a modern market economy, self-realization and development of internal potential are important for many people and that the motivation of human resources is not only material, but also intangible in nature.

The employee motivation system in the organization is built on several levels:

- social level - employee motivation can be shaped at the state, regional, industry, or even individual city or educational institution level. These can be nationwide programs, regional initiatives, or industry-specific pay standards.
- local level - employee motivation is also formed at the level of a specific organization or enterprise. These can be internal motivation programs, bonuses, prizes and other incentives.

- workplace level - an employee's direct motivation depends on working conditions, relationships with colleagues and management, as well as recognition of his contribution to the company's work.

The main economic function of labor organization is to ensure the efficient operation of the enterprise. This is achieved through rational organization of production, staff training, cost optimization, and increased profitability.

Regulation of labor relations in society is carried out using two main groups of methods:

- **direct methods** - care strict rules, prohibitions, and orders that determine how employees and employers must act. They are established by government agencies and are mandatory.

- **indirect methods** – methods that involve stimulating desired behavior, providing recommendations, and creating conditions for effective work. They are based on economic, social, and psychological mechanisms.

Legal methods of labor management are specific tools used to implement direct and indirect methods. With the help of these methods, the state and other management entities influence labor processes, determine the rights and obligations of employees and employers, and resolve various labor disputes.

Each employee must clearly understand his duties. He must know what is expected of him, what results must be achieved, and what the consequences of completing or failing to complete the tasks will be. The disciplinary system involves a certain degree of restriction of the employee's freedom of action. However, high employee motivation can compensate for this factor. A motivated employee, as a rule, strives to perform his duties qualitatively and on time, without additional control.

The employee motivation system does not oppose administrative management methods, but complements them. It arises on the basis of already existing rules and requirements. However, the motivation system itself is not enough to achieve high results. For motivation to work effectively, management must ensure that employees receive decent remuneration for their work.

Employee motivation can be of two main types:

- material motivation - this type of motivation is associated with direct monetary payments. It includes salary, various additional payments, bonuses, vacation compensation, sick leave, and insurance.

- non-material motivation - this type of motivation does not involve direct financial incentives. It includes various measures aimed at the personal development of the employee, improving his qualifications, creating a favorable psychological climate in the team. These can be trainings, education, participation in projects, praise from management, recognition of achievements, team events and others.

The incentive system should be clear to each employee. It should clearly define for which specific achievements and results the employee will receive a bonus or other reward. If the rules for distributing bonuses are not clearly spelled out, this can lead to employee dissatisfaction, conflicts in the team and, as a result, a decrease in labor productivity.

Depending on how we influence the employee, motivation can be divided into two types:

- positive motivation - it encourages the employee to take desired actions. That is, when a person performs a task well or exceeds expectations, he receives a reward. This can be both material rewards (bonus, salary increase) and intangible (praise, recognition). For example, if an employee has achieved the best results in sales, his photo can be placed on the honor board.

- negative motivation - it is aimed at avoiding undesirable actions. That is, if an employee does not fulfill his duties or violates the rules, certain sanctions are applied to him. This can be both a warning and more serious punishments, up to and including dismissal.

The combination of positive and negative motivation requires a delicate approach. You cannot rely solely on negative incentives, such as punishment, as they can lead to negative consequences. The assumption that all employees need constant control is wrong. Truly conscientious employees under the influence of negative motivation may experience stress, which will lead to their dismissal.

As a result, the company risks being left with unqualified personnel who will really have to be constantly controlled.

Motivation can be divided into two main types: extrinsic and intrinsic.

- extrinsic motivation– is when a person performs work under the influence of external factors, such as material rewards (bonuses, salary increases), social recognition (praise from management, bonuses), or fear of punishment (dismissal). That is, their behavior is aimed at achieving a certain goal that is set externally.
- intrinsic motivation– is when a person does work because they enjoy it, feel fulfilled, or simply love their job. Intrinsic motivation is formed based on a person's personal values, interests, and goals.

External incentives, such as money, career advancement, or social recognition, can influence our behavior, prompting us to take certain actions. However, such motivation has its limits. It works effectively only as long as we perceive these incentives as something valuable to ourselves. On the other hand, intrinsic motivation is related to our personal values, beliefs, and desire for self-actualization. When we feel that our work has meaning and meets our inner needs, we work more effectively and with greater satisfaction.

All types of motivation can be classified according to their effectiveness. Coercive measures include regulations, restrictions, recommendations and standards on occupational health and safety. They impose specific orders on the behavior of employees and regulate the powers and duties of each individual employee, in accordance with the position held. They are one-way in nature and must be carried out by the employee.

Incentives include the choice of work that is suitable for a particular employee, the type of work organization, types of payment and its components, the remuneration model, bonuses, benefits, physical and mental state. They are based on positive incentives, and they combine the interests of both the employer and the employee. These motivational tools allow you to coordinate the action, scale and effectiveness of financial and non-financial incentives.

The means of persuasion include negotiations between staff and management, consultations with employee representatives, establishing partnerships and a broad understanding of employee participation in management. With the help of these tools, the psyche of the staff is influenced, the purpose of which is to develop the desired behavior without any sanctions or rewards. Decision-making on the further development of the situation in the company and its most important actions largely depends on them.

Motivational tools do not require large financial investments, and sometimes do not involve additional costs. There are many tools that are cheaper and have a positive impact on employees. These tools include various methods of improving work:

- provide regular feedback on employee performance,
- provide opportunities for employee development,
- management must be open to communication,
- allow employees to set their own work schedules,
- encourage employees to take responsibility,
- evaluate employee performance.

The mechanism of labor motivation is presented as business processes in Fig. 1.

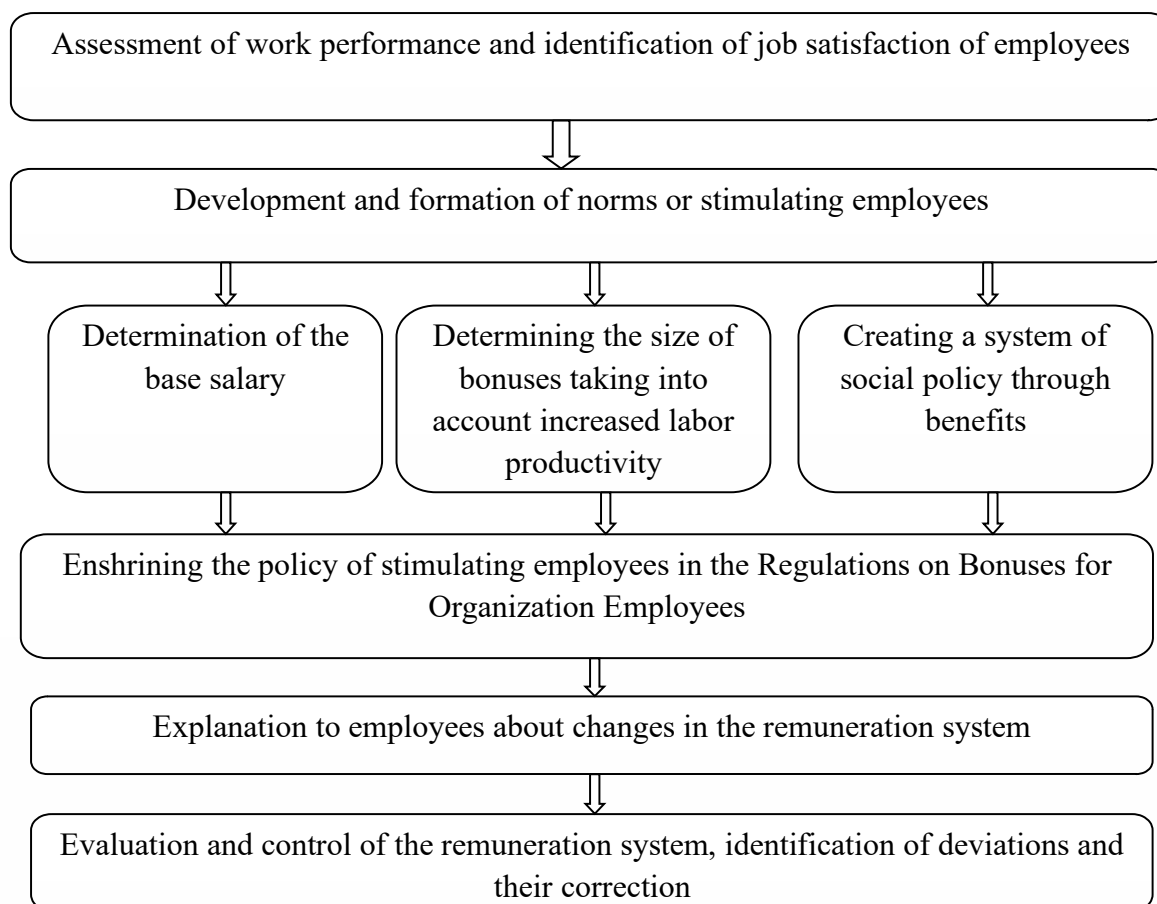
The mechanism of labor motivation is a system of measures aimed at stimulating employees to work effectively. This system is based on satisfying the needs of employees. A company that offers such incentives actually concludes an unspoken agreement: the employee does his job well, and the company provides him with the necessary resources or satisfaction. For this system to work effectively, it is necessary to constantly monitor what motivates employees and how these needs change over time.

Building an effective motivation system is a very difficult task, especially in conditions of rapid economic changes. One of the main problems for modern companies is the need for an

individual approach to each employee. After all, in the modern labor market, employees have different goals, priorities and motivational factors, so general incentive programs can no longer provide the same level of involvement for everyone [4].

Motivation is of great importance for any company. Motivated employees contribute to increased productivity, improved work quality and a favorable atmosphere in the organization. Investing in the development of motivation programs and employee support can bring significant benefits in the form of increased productivity, reduced turnover and the creation of a positive work environment.

For many years, managers have considered one of the significant aspects of increasing staff motivation, especially material incentives, without noting in their psychological subtleties of staff, in particular each employee separately. Later, it was found that material incentives do not play a decisive role in increasing staff motivation. The tool of the relationship between human needs and the motives of their daily life was discovered by the American psychologist Abraham Maslow, who introduced the structure of needs, according to which all human needs can be divided into five basic groups: physiological needs, safety needs, social needs, esteem needs, self-expression needs.



**Fig. 1.** Mechanism of labor motivation in the form of business processes

*\*Source: compiled by the author*

Motivation is one of the main functions of managing the activities of any manager, and, in fact, with its support, the company's personnel are ultimately influenced.

Motivation for professional activity is intertwined with the needs of each person, which is one of the main factors in the inclusion of different people in production activity, including one of the important methods of solving social problems.

A motivation system is a set of methods, tools, and techniques used to maintain high employee motivation.

To motivate employees at enterprises, there are many methods and approaches that can be effective depending on the characteristics of the organization and its personnel, but the main ways to improve motivation systems are divided into traditional and innovative.

Traditional ways to improve motivation systems include the following.

Material incentives: salary increases, bonuses, premiums and other financial incentives: increasing an employee's salary after successfully completing a certain project or achieving goals, paying monthly bonuses for exceeding established performance indicators, providing additional financial incentives for participating in the company's loyalty program.

Encouragement through recognition: praise, awards, certificates and other forms of recognition of achievements: monthly award ceremony for the company's best employees, issuing certificates and letters of appreciation for outstanding achievements, creating a "Board of Honor" with photos and short stories about employees' achievements.

Professional development: education, training, advanced training courses to improve employees' skills and knowledge: organizing corporate trainings and seminars to develop skills and competencies, providing opportunities to participate in conferences and workshops to expand professional knowledge, financing employee training at universities or online courses to improve skills.

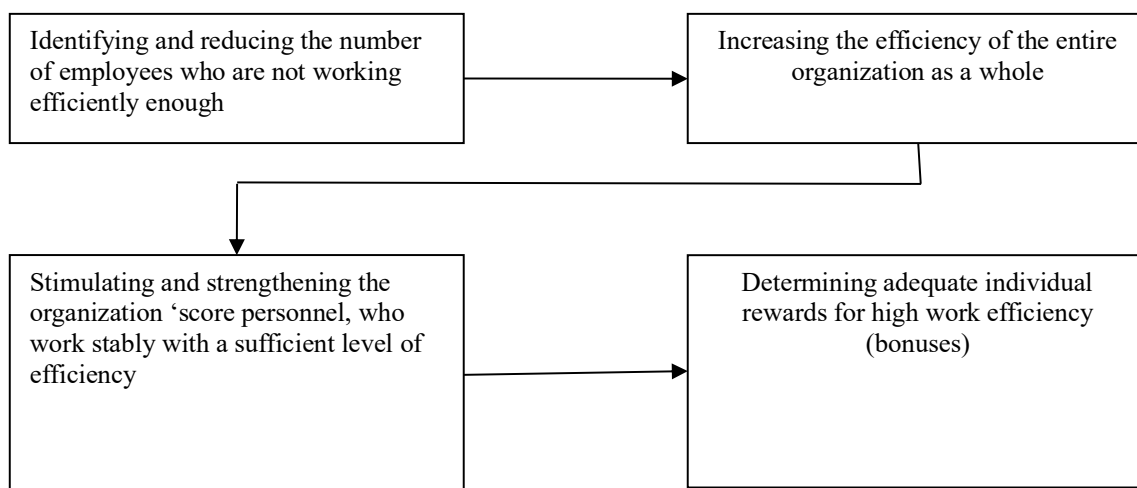
Setting clear goals and expectations: defining specific tasks and expectations for each employee to increase motivation and work efficiency: quarterly maintenance of goals and action plans with the manager, use of the SMART goal system (Specific, Measurable, Achievable, Relevant, Time-bound) to formulate tasks, regular feedback and evaluation of work results to maintain motivation and control over the process.

Innovative ways to improve motivation include other aspects. For example, the use of modern digital technologies. Implementing a system of rewards and recognition through a mobile application, where employees can earn points and exchange them for various rewards, creating a virtual platform for sharing knowledge and experience between employees, where successful ideas and achievements are recognized and encouraged.

Flexibility and autonomy. Implementing flexible work schedules where employees can choose their start and end times within certain limits, providing the opportunity to work from home or remotely several days a week for those who prefer this format of work.

Creating a stimulating environment. Organizing innovation challenges among employees to encourage creative thinking and innovative approaches to solving problems, establishing "innovation days" or times when employees can engage in their own projects or research within the company.

Leadership skills development. Conducting a mentoring program where experienced employees help develop younger colleagues and share their experience, organizing internal leadership courses and trainings for those who aspire to leadership positions or want to develop their leadership skills. Such practices will help improve communication between management and employees, increase the level of trust and involvement of personnel in the life of the enterprise, as well as identify problematic points and shortcomings in work that require correction. An effective combination of different ways to improve employee motivation will help create a productive and friendly working atmosphere, increase the level of staff satisfaction and achieve better results for the enterprise. It is necessary to constantly update and improve the employee motivation system, since each company goes through different stages of development and requires different approaches to staff motivation. A one-time creation of a motivation system is not enough in modern conditions. The objectives of assessing the effectiveness of the employee motivation system are presented in Fig. 2.



**Fig. 2.** Objectives of assessing the effectiveness of motivation of employees of the organization  
*\*Source: compiled by the author*

The main task of assessing the effectiveness of employee incentives in an organization is to identify problems and unused opportunities that could be used to maximize the talents of the staff. Taking into account the individuality of each employee, it is necessary to understand what should be emphasized and what methods to use to create powerful incentives and increase interest in productive work. The final analysis should become the basis for increasing labor productivity and strengthening staff loyalty to the company, which is reflected in the overall financial performance of the organization.

Researching the motivation system is necessary for any modern organization that wants to remain competitive in the market. The targeted application of analytical procedures helps to identify problems in the current system, evaluate the effectiveness of existing policies, and measure the satisfaction and involvement of the organization's employees. By understanding the current state of the motivation system, its shortcomings and weaknesses, the organization's management can better plan future activities and make changes that will benefit all processes as a whole.

To study the motivation system of an organization's personnel, a number of scientific methods are used, aimed at determining the state and effectiveness of the functioning of its various aspects and constituent elements. Let us dwell in more detail on the research methods.

Yes, observation allows you to capture the superficial manifestations of internal processes and track changes that occur. This method can be used to observe work processes, decision-making processes, and interactions between employees and management. However, this method has limited capabilities for assessing employee satisfaction and engagement.

Testing and questioning of personnel is an assessment method, the content of which is based on the use of pre-prepared forms or templates with questions or tasks on the topic of the job responsibilities of an employee of the organization. This type of research conducted allows you to identify both the personal characteristics of the employee and determine the effect of implementing any new method of influencing his work behavior.

The experiment allows you to purposefully create a similar real artificial situation. At the same time, the application of this method requires experience and a certain professionalism, which allows you to take into account many factors when recreating the desired situation and properly immerse yourself in it.

The expert assessment method involves systematizing the opinions of various experienced specialists and external experts on a certain issue. At the same time, this method can achieve the most objective result, since by taking into account a multitude of opinions, an idea of the average statistical assessment of the current state can be formed.

Performance analysis helps track the effect of employee utilization in an organization. In commercial organizations, this method is most often a priority, as it allows you to track the impact of changes on economic and financial performance.

Surveys are an effective method of obtaining feedback from employees about their experience of working in an organization under the influence of what functions in creating a motivation system. They provide a low-cost, non-intrusive way of measuring the effectiveness of a management system. Questions can be asked about the effectiveness of the system, what changes can be made to improve it, and whether employees feel supported and valued by management. However, surveys are limited in their ability to provide in-depth analysis because they are often limited to a single question or series of questions.

By combining research methods, organizations will be able to better understand their system of influencing work behavior and make informed decisions that will benefit and become the basis for development in the long term. It should be noted separately that the analysis process should be a well-planned event, which includes the phased use of various research methods and all available analytical procedures. Chaotic and conducted at different times of research will allow you to obtain only fragmentary and disparate results that will not help to form an objective picture of the overall situation in the field of staff motivation.

The key to the success of any company is to maximize the potential of its employees. The development and engagement of personnel is one of the most important factors affecting the competitiveness and efficiency of a business. When employees are fully involved in the work process and strive for a common result, the company achieves significant successes.

First, you need to establish the reason for low motivation: either employees do not see the need to improve their skills, or the company does not offer sufficient incentives for training.

Employee reluctance to learn is a common problem, but it is not hopeless. To solve it, it is first necessary to understand the reasons for this behavior. Most often, employees refuse to learn due to overconfidence in their knowledge, disagreement with teaching methods, fear of change, distrust of learning results, or simply due to a lack of understanding of the need for development.

Employee development is not only the responsibility of the employee, but also the task of the employer. It is important to create such conditions that the employee understands the company's business processes and sees how his personal contribution affects the overall result. When an employee is clearly aware of his goals and sees opportunities for development, he himself will strive for learning and improvement. It is this kind of internal motivation that is the most effective and does not require constant external incentives.

To stimulate active participation of employees in training, you can use various tools, described in detail in Table 1.

It is possible to choose one of the proposed methods, combine several, or even develop an individual approach for each employee.

When developing a motivation system, it is worth avoiding extremes: punishing those who do not want to learn, or over-rewarding those who strive for self-development. A more effective approach is an individual approach, which involves the use of non-material incentives. For some employees, recognition of their merits will be important, for others - the opportunity for professional growth.

*Table 1. Methods for increasing employee engagement in the educational process*

Method	Content
Practical feasibility	Demonstrate how new knowledge will help the employee improve their productivity and quality of work.
Additional responsibility	Increased responsibility can be a powerful incentive for employees to grow professionally. However, it is important not to overload them with new tasks to avoid burnout.
Conducting training during working hours	This training method is suitable for all employees of the company, regardless of their job responsibilities. Training is organized during working hours, while employees keep their salary. To conduct such trainings, you can use different formats: online platforms or invite experienced trainers.
An element of competition combined with gameplay	This approach will avoid monotony in training and make the process more interesting for employees.
Freedom of choice	Forced training according to a ready-made plan often leads to low employee motivation. It is much more effective when employees have the opportunity to independently choose topics and training formats that meet their professional needs. This approach contributes to the development of greater interest and responsibility for the learning process.

\*Source: compiled by the author

If employees do not want to learn, the reason may be the lack of an effective motivation system in the organization. In this case, it is necessary to develop or improve a personnel training management system. It is important to take into account the specifics of the company and choose such motivation methods that will be most effective for it.

To build an effective system of staff motivation, it is necessary to develop a special document - the Training Regulations. This regulation defines the procedure for organizing employee training and development, establishes clear rules and responsibilities of the parties. The purpose of such a regulation is to create a system that will promote the professional growth of employees and optimize the company's training costs.

To ensure the effectiveness of staff training, it is necessary to regularly assess their needs. This function is performed by the company's human resources department. Human resources officers analyze various data to determine the need for training activities:

- personal data analysis - the employee's work experience, education, participation in previous trainings, etc. are studied,
- assessment of professional activity - the immediate supervisor assesses the employee's existing knowledge and skills, and also determines what knowledge is lacking for effective work,
- collection of applications - part-time employees and their managers can independently initiate training by submitting appropriate applications.

Based on the information collected, a detailed personnel training plan should be drawn up for the near future.

By investing in the training of its employees, the company provides them with the opportunity for continuous professional growth. The knowledge and skills acquired allow employees to increase their efficiency, quality of work and, as a result, bring more income to the company. Thus, personnel training is a direct tool for achieving the business goals of the enterprise.

This approach to staff training allows you to solve two important tasks for the organization:

- firstly, this satisfies employees' natural desire for professional growth, which increases their job satisfaction and loyalty to the company,
- second, the company gets the opportunity to organize the training process in such a way that it meets its strategic goals and business needs.

An internal corporate training program is a detailed plan that defines specific activities that will be carried out to improve the skills of employees. This plan indicates the exact dates of each event and the persons responsible for organizing and conducting them.

For effective training and adaptation of new employees to work in the company, it is necessary to implement a mentoring system. Such a system involves the transfer of knowledge and experience from experienced employees to new ones. It must meet certain criteria to ensure maximum efficiency. The transfer of knowledge from a mentor to a newcomer must be structured and consistent. One mentor, responsible for a specific employee, helps to avoid discrepancies in training. The mentor not only transfers knowledge, but also serves as an example to follow. It is also important to ensure the possibility of regular consultations with the mentor. The emotional support of an experienced colleague helps the new employee cope with difficult situations and form a positive attitude towards work. For the effective functioning of the mentoring system, it is necessary to develop an appropriate document that will regulate all aspects of this process.

Analysis of the personnel motivation system at the enterprise showed that most employees do not feel sufficiently motivated to work. The company does not have a clear motivation policy that would stimulate employees to achieve better results. There are also no effective tools for adapting new employees, such as a mentoring system. The process of improving the qualifications of personnel is not systematic. There is no analysis of the existing knowledge and skills of employees before starting training. This leads to the fact that training programs often do not meet the real needs of employees, are irrelevant or not interesting enough for them.

To improve employee motivation, it is necessary to carefully analyze and, if necessary, change the personnel management system at the enterprise. Particular attention should be paid to the role of the manager, his management style and methods of influencing subordinates. It is these factors that largely determine the moral climate in the team and the effectiveness of each employee (Table 2).

**Table 2.** *Personal qualities that contribute to career growth at the enterprise*

Name	Indicator
<b>The most necessary of them</b>	
Prospects for intellectual growth	Innate ability, which cannot be taught, but is crucial for successful leadership.
Pronounced leadership qualities	True leadership is not manifested in the desire to dominate others, but in the ability to influence people and gain their trust. An authoritative leader is able to unite a team of like-minded people around him and motivate them to joint achievements.
Communication skills	The ability to communicate effectively, be easy to talk to, and create a pleasant atmosphere for conversation.
Calm, natural balance	This important trait for a leader, although it may be inherent from birth, requires constant development and improvement. No unforeseen situation should throw a leader off track.
Decency and self-criticism	These qualities prevent an objective assessment of employees and colleagues, which is unacceptable for a manager. A recruiter must identify candidates who may negatively affect the corporate culture.
<b>Basic business qualities of the applicant</b>	
Creativity	If a candidate is unable to offer a fresh perspective on a problem and is prone to formulaic solutions, then his effectiveness as a leader is questionable.
Responsibility	This is the result of hard work, but at the same time it indicates an innate ability to focus on the little things.

\*Source: compiled by the author

When determining the potential for employee development, it is necessary to formulate clear requirements for each position. This will allow you to understand what qualities and skills are needed to successfully work in each of them. It is worth remembering that any professional activity involves constant improvement.

Any material incentives for motivating employees should be aimed at specific people and their individual needs. Before implementing such a system at the enterprise, it is necessary to conduct a

survey among employees to find out what incentives motivate them. This will allow resources to be allocated as efficiently as possible.

The most effective methods of non-material motivation include the following measures, presented in Table 3.

**Table 3.** *The most effective methods of non-material motivation*

Method	Content
Career growth	The desire for career growth is natural for many people. It is an intrinsic motivation that encourages employees to self-develop. But if the company provides an employee with a clear development plan and shows specific steps to achieve a management position, this additionally stimulates him to take more active actions.
Favorable climate in the team	It is up to the head of the unit to create a positive psychological climate in the team.
Official employment and social package	It is extremely important for new employees to have formal employment relations and receive social guarantees provided for by law.
Cultural and sporting events in the team	To increase employee motivation, large companies can organize various events: picnics, small corporate parties, sports competitions, for example, football. Such events contribute not only to physical activity, but also to strengthening team spirit and improving the microclimate in the team.
Company image	The company has its own loyalty program, which offers customers the most favorable conditions, including various discounts and special offers.
Training with the help of the company	First of all, the company must cultivate its valuable personnel. The employee becomes loyal.

\*Source: compiled by the author

The list of non-material motivation methods can be significantly expanded depending on the specifics of your business. It is important to understand that such methods affect the entire team, not just individual employees. General motivation of the team usually brings greater results than individual encouragement of successful employees.

To achieve sustainable positive results in staff motivation, it is necessary to create a system of non-material motivation that will operate constantly and become an integral part of the company's corporate culture. Such a system should be transparent and accessible to all employees so that they clearly understand what support they can receive from the organization.

When developing a system of non-material motivation, it is important to consider several key factors.

First, the system must be universal and involve all company employees.

Secondly, it should be aimed at developing the company's priority areas of activity. In addition, the motivational program should be regularly reviewed and updated to take into account changes in the business.

Finally, it is important to take into account the individual needs of each employee and adjust the motivation system to different categories of personnel.

For a non-material motivation system to be effective, it must be documented. This will make the system transparent and accessible to all employees, who will be able to familiarize themselves with all its aspects. To develop such a system, it is important to involve both direct managers of departments and HR specialists.

Creating a non-material motivation system is just the beginning. After implementing the system, it is necessary to constantly monitor its effectiveness, make necessary changes and adjustments, and collect employee feedback. These tasks are an integral part of the daily work of HR specialists.

For non-material incentives to truly motivate employees and contribute to the company's success, several important conditions must be met:

- professional team - the involvement of experienced HR professionals who have experience in developing and improving motivation systems is critically important;
- transparency - the company's motivation policy must be clear to all employees;
- management support - active participation of top management in the development and implementation of the motivation system is a necessary condition for its success;
- simplicity - the system of non-material motivation should be simple and understandable for everyone;
- continuous improvement - regular feedback from employees will allow us to constantly improve the motivation system.

A personnel motivation system is an integral part of successful management of any enterprise. The choice of motivation methods and the establishment of appropriate goals are directly related to the company's mission, its strategic plans and the chosen management style.

To address the issues identified during the study, we will develop a detailed action plan. This plan includes a set of measures aimed at achieving specific goals within a specified timeframe. The purpose of such a plan is to increase the motivation and engagement of the company's personnel.

Having analyzed the remuneration system at the enterprise, we found that bonuses are accrued based on the company's overall performance, and not on the individual achievements of employees. This approach reduces employee motivation and, accordingly, the efficiency of the entire enterprise. Creating an effective motivation system is a difficult task, but necessary for achieving success. To achieve this goal, it is proposed to implement the following set of measures:

- main activities:
  - introducing a grading system for positions to determine their relative value,
  - development of a personnel evaluation system that will allow for objective calculation of bonuses.
- additional measures:
  - creation of a special fund for the payment of bonuses,
  - review and update of the accountant's job responsibilities,
  - formation of a commission that will be responsible for evaluating the performance of employees.

A logical continuation of the main measures are additional measures aimed at improving the remuneration system. The implementation of these measures will allow to increase the efficiency of personnel use, which will positively affect the overall results of the enterprise. In particular, it is expected that profitability will increase due to increased labor discipline and responsibility of employees.

Money can only serve as an initial incentive for an employee. After satisfying basic needs, motivation begins to be determined by other factors: interesting work, the opportunity for self-development, recognition from colleagues and a sense of self-importance. Therefore, when creating a motivation system, it is necessary to take into account not only the material component, but also a whole range of psychological and social factors. When developing an effective system of remuneration and incentives, the following principles should be followed (Table 4).

*Table 4. Principles for developing an effective remuneration and incentive system*

<b>Principle</b>	<b>Content</b>
1. Compliance of the remuneration and motivation system with the goals of the enterprise	An effective remuneration and motivation system should be directly linked to the achievement of the organization's strategic goals. Before developing such a system, it is necessary to clearly define what results the company seeks to achieve in the long term. The motivation system should be built in such a way as to encourage employees to actively participate in achieving these goals.
2. Taking into account motivational factors, expectations and needs of personnel	Human resource management experts argue that each employee's motivation is unique and depends on their personal needs and expectations. Therefore, before developing a motivation system, it is necessary to carefully study what motivates each employee in the organization.
3. Eliminating demotivating factors	Demotivators are factors that reduce employees' desire to work effectively. These include: tense relationships in the team, feelings of discomfort in the workplace, increased stress levels, discrepancies between the manager's words and his actions, unattainable goals, and insufficient resources to complete tasks.
4. Clarity of the reward system	To effectively motivate an employee, it is important that he clearly understands how his efforts are related to the reward he receives. When an employee sees a direct connection between his actions and the result in the form of material or non-material reward, he is more interested in achieving his goals.
5. Fairness of the remuneration system	The principle of fairness in remuneration implies that all employees who perform the same work should receive the same remuneration, regardless of their job responsibilities, length of service, or other individual characteristics.
6. Reward for both individual and collective work results	The effectiveness of the motivation system depends on the extent to which it takes into account not only the individual achievements of each employee, but also the results of the work of the entire team. Remuneration should be structured in such a way as to stimulate employees to mutual assistance, support colleagues and rational use of resources.
7. Timeliness of remuneration payment	When developing a bonus system, it is necessary to clearly define the terms of payment of rewards. Delays in payments negatively affect employee motivation and can lead to a decrease in their productivity.
9. Competitiveness of salaries	Human resource professionals should conduct an annual labor market analysis to compare the company's salary levels with those of its competitors. This is necessary to ensure the company's competitiveness and retain qualified professionals.

\*Source: compiled by the author

Thus, it was established that effective motivation is a key factor in increasing labor productivity, employee engagement, and achieving the organization's strategic goals.

Improving the motivational mechanism is a continuous process that requires flexibility from the company's management, an individual approach to each employee, and constant monitoring of the effectiveness of the implemented measures. The successful application of the proposed conceptual approaches will contribute to increasing the competitiveness of the enterprise and ensuring its sustainable development.

Further research will be aimed at a more in-depth study of the impact of individual intangible motivation factors on labor productivity in the context of the specifics of different organizations, as well as at developing specific tools and methods for the practical implementation of the proposed conceptual approaches.

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