

PERSONNEL MOTIVATION OF AN ENTERPRISE UNDER GLOBALIZATION

Hontsa T.O.,

Scientific Advisor – Horzhu L.I. (senior professor)

*Chernivtsi Trade and Economics Institute of Kiev National
Trade and Economics University, Ukraine*

Globalization is an important characteristic of the modern world system. It affects almost all areas of public life, including economy, politics, ideology, social area, culture, environment, safety, life, and the very conditions of human existence. Globalization enhances the specialization and the international division of labor. Its resources are distributed more efficiently, thereby increasing the average standard of living and expanding life prospects of the population. Globalization can lead to increased productivity as a result of production rationalization on a global scale and distribution of advanced technologies.

Under the current economic conditions motivational aspects are becoming more important. The successful operation of any business needs not only to form a team of real professionals, but in addition, they need to be constantly motivated. Developing the right approach to motivating workers leads to an increase in productivity and profitability of an organization.

An important aspect of the company in the current economic conditions is the use of an effective motivational model, which creates a favorable environment for work and shows thoughtful attitude of management to workers, their social and financial situation.

The problem of work motivation is very important, thus it is studied by various scholars and scientists such as A.Kibanov, A.Maslou, F.Taylor, A.Colota, S.Bandura, V.Zhygalov, N.Martinenko, A.Afonin and others. However, the economic literature proved insufficient understanding of nature of the motivation process of human resources, especially the formation of forms, methods and techniques of motivation, creating a sense of employees' responsibility for their work.

The objective of this study is to identify staff motivational methods in the organizations under conditions of globalization. Motivation is the process of formation of such a psychological state of a man which makes his behavior set up to act as well as it directs and activates it. Motivation is the desire of an employee to meet needs; and in general sense it is a combination of internal and external driving forces that make people work and give them a sense of purpose, focused on achieving certain goals.

N.V.Dikan considers motivation as the willingness of people to do their best to achieve organizational goals, due to the ability of these efforts to meet specific individual needs. The introduction of three key concepts (efforts, organizational goals and individual needs) is connected with this interpretation.

But we consider that more accurate definition of motivation is given by N.Dryahlova and E.Kupriyanova. These scholars interpret motivation as encouraging people to an active functioning: process of conscious choice by a man of a certain line of conduct, based on internal and external factors or, in other words, on motives and incentives.

A well-planned employee motivation is an important part of human resource management of an enterprise. It allows you to significantly enhance the performance of employees, and to increase sales without significant expenses of a company. After all, when an employee is completely devoted to his duties, productivity increases in several times.

There are the following basic techniques to motivate staff in the contemporary economy: financial motivation, non-financial motivation and moral motivation.

Financial incentives are among the most important forms of motivation at companies and organizations. Though it is only a part of motivation in general, but is a complex system

which is not limited to the organization of wages. Only under the condition of coordinated and structurally sound using of different stimulating agents (basic salary, bonuses, allowances, prices, taxes, etc.) positive results can be achieved.

People (individuals) working at the company are specific. Every employee strives to meet his individual needs in different ways. In this case, the head should remember that all employees can not be motivated equally. Besides it, in addition, both financial and non-financial incentives are used. The system of non-financial motivation must be different not only for workers at various levels, but it also should take into account social status, age, sex worker, and his psychological characteristics.

Non-financial incentives for staff in the company are primarily aimed at meeting of maintenance motive of social status of an employee at the workplace due to the maintenance of his job or his position; raising of the social status of the employee in the workplace as a result of receiving of the higher level position, increased interest by the process of employee's acquiring new knowledge, abilities and skills; deepening interest on professional communication with professionals as in organization and beyond.

There are the following methods of non-financial motivation of the staff:

- statement to employees of clearly defined and achievable objectives;
- systematic analysis of successfully achieved purposes;
- various training programs and professional development for the workers;
- delegation of management responsibilities to employees;
- increasing of the personal responsibility of an employee with the right to choose methods of solving problems;
- public recognition of workers' achievements at work, evidence of their value to company by different methods;
- direct attention of the management to the opinions of employees;
- consideration of the fairness perceptions of employees as to the division of responsibilities and methods of remuneration.

It is important when taking the worker to determine what type of motivation for him is the most important. The person for whom the main thing is financial motivation will show less initiative in creative development and teaching, than the person for whom money is not the main factor to work professionally and efficiently.

The main reason for the lack of work motivation is the lack of career opportunities. In order to solve this problem and to avoid possible negative consequences, every company should have a policy and a plan for career advancement where it is necessary to specify the sequence of positions that the employee may take in the future. At many enterprises, workers have no motivation to implement effective action. Therefore, as a rule, they do not want to take responsibility for making and implementing management decisions and do not understand the need for unity between personal interests and the interests of the company.

Motivating work is inextricably linked with the development of the company and will be directed at full realization of employee's opportunities. The function of motivation, as the most difficult of all other management functions, promotes purposes and tasks faced by the company.

Thus, in the context of globalization for successful operation of a business one must pay great attention to motivational aspects. In order to provide the company with qualified personnel one must create a well planned system of motivation. Without qualified people no enterprise can achieve its goals. The employee is a vital part of the production process at the plant. For efficient functioning business leaders should give great importance to enhance employee motivation, which is associated not only with material incentives, but also with the opportunity for career growth, the use of creativity, participation in an enterprise management that is employee's interest in work results.