

Секція економічних наук

УДК 331.101.38

*Дрогомирецька М.І., к.е.н.,
доцент кафедри менеджменту і адміністрування
Полтавського національного технічного університету
імені Юрія Кондратюка*

МОТИВАЦІЯ ПРАЦІ ТА ЇЇ РОЛЬ У ДІЯЛЬНОСТІ СУЧАСНИХ ОРГАНІЗАЦІЙ

У статті визначено позитивний вплив мотивації на рівень продуктивності праці в організації. Розглянуто основні методи мотивації трудової діяльності, які широко використовуються в сучасній управлінській практиці.

***Ключові слова:** мотивація праці, матеріальні і нематеріальні методи мотивації персоналу в організації.*

*Дрогомирецькая М.И., к.э.н.,
доцент кафедры менеджмента и администрирования
Полтавского национального технического университета
имени Юрия Кондратюка*

МОТИВАЦИЯ ТРУДА И ЕЕ РОЛЬ В ДЕЯТЕЛЬНОСТИ СОВРЕМЕННЫХ ОРГАНИЗАЦИЙ

В статье определено влияние мотивации на уровень производительности труда в организации. Рассмотрены основные методы мотивации трудовой деятельности, которые широко используются в современной управленческой практике.

***Ключевые слова:** мотивация труда, материальные и нематериальные методы мотивации персонала в организации.*

*Drogomyretska M.I., Candidate of Economic Sciences,
Associate Professor of the Department of Management and Administration,
Poltava National Technical Yuri Kondratyuk University*

EMPLOYEE MOTIVATION AND ITS ROLE IN MODERN ORGANIZATIONS

The essay is dedicated to the determination of the impact of motivation on employees' performance in modern organizations. The main methods of employee motivation widely used in the field of human resource management are considered.

***Key words:** employee motivation, monetary and non-monetary methods of employee motivation.*

Employee motivation is the most important problem faced by employers in today's rapidly changing business environment. It is common knowledge that employees who feel motivated to work are likely to be creative, enthusiastic and productive, turning out high quality work that they willingly undertake. On the other hand, employees who feel little opportunity for growth and no reward for their work generally don't feel motivated to continue to perform their duties to the best of their abilities and, finally, leave their job for better proposals.

That is why the given essay is dedicated to the development of better understanding of employee motivation as an indispensable component of managing employees in modern organizations.

The Webster's online dictionary defines motivation as the psychological feature that arouses an organism to action toward a desired goal; the reason for action; that which gives purpose and direction to behavior [1]. We have every reason to believe that motivation is the willingness to work at a certain level of effort. Every employee has different ways to become motivated. For this reason employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs, values and goals, intentions and expectations.

According to Edwin A. Locke and Gary P. Latham [2], the concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action. We can safely assume that the internal motivational factors are created from within the human itself and can be affected by the wish to perform or by self-development. Instead, the external motivation factors are created from the outside and are outside control of an individual. These could include organizational policies and practices, working conditions, salary, interpersonal relationships etc. Obviously, motivation can influence not only the acquirement of person's skills and abilities, but also the way and the degree in which these skills and abilities are exploited.

Small wonder is that in the whole world there are numerous definitions of motivation, which is quite logical, because there are many different personalities, interested in doing research in this broad subject area, as well as various motivation theories and programs exist in organizations at all times.

We completely agree with Dwight D. Eisenhower [3], the thirty-fourth President of the USA that "motivation is the art of getting people to do what you want to do because they want to do it". Moreover, we have every reason to believe that motivation is an effective and dynamic instrument in the hands of every manager for inspiring the workforce and creating confidence in them. Through the employee motivation, management creates "will to work" which is necessary for the achievement of organizational goals. Thus, motivation is getting more important every day since the competition in the workplace is increasing on a daily basis as well as the unemployment rate. Before moving on, we find it necessary to define the most common factors that make employee motivation highly significant in an organization (See Table 1).

Table 1

The main factors that make employee motivation highly significant nowadays [suggested by the author]

The name of the factor	Characteristic features of the factor
Improved employee morale	Motivating employees on a continuous basis can induce to work hard and accomplish the challenges, thereby improving the morale levels amongst them. The happier the employees are, the more productive they turn out to be.
Increased productivity	When employees are continuously motivated from outside or within, they tend to perform better.
More loyal workforce	The more employees are motivated, the more loyal they are towards their work and the organization, on the whole. Loyal employees reduce the amount of turnover in an organization, which saves money in recruitment costs, training and lost productivity. Besides, an organization with a group of motivated and loyal workers is more likely to gain a good reputation amongst potential workers and clients.
Better creativity	A motivated workforce tends to work freely and more passionately on the tasks assigned. As such, these employees display improved and better levels of creativity and imagination on the job. For inducing more creativity amongst employees, the supervisors have to design such a leadership style which constantly encourages them to provide suggestions, new product ideas, and new cost effective ways of delivering better performances.

According to a Table 1, we can summarize by saying that motivation is a set of forces that directs an individual to the behavior that results in better job performance. A motivated workforce will work harder than expected to complete the task, proactively find ways to improve the quality and efficiency of the work environment. An unmotivated workforce will be the opposite, being dissatisfied with its role in the work environment. This can negatively affect both the quality of the work and the efficiency of carrying out the jobs by employees.

In general, managers strive to motivate people in the organization to perform at high levels. This means getting them to work hard, to come to work regularly, and to make positive contributions to the organization's mission. But job performance depends on ability and environment as well as motivation. This relationship can be stated as follows [4]:

$$P = M + A + E, \tag{1}$$

with P – performance;

M – motivation;

A – ability;

E – environment.

To reach high levels of performance, an employee must want to do the job

well (motivation), must be able to do the job effectively (ability), and must have the materials, resources, equipment and information required to do the job (environment). A deficiency in any one of these areas hurts performance. A manager should thus strive to ensure that all three conditions are met.

In fact, motivated employees are more productive, have lower rates of absence and tend to remain with a company long-term. There are several factors that motivate a person to work. They can be broadly divided into two groups (Table 2).

Table 2

Monetary and non-monetary methods of employee motivation in modern organizations

Methods of employee motivation	Characteristic features of the method
Monetary methods of motivation	
Fringe benefits	Examples include company cars and discount vouchers. May not encourage greater productivity but often build company loyalty.
Bonuses	A payment usually related to the achievement of a target. Usually easier to apply to sales or production rather than the provision of a service.
Piece rate	Payments are made per item produced. Encourages productivity but sometimes at the expense of quality.
Overtime	Additional payment made for extra hours worked. Can provide greater flexibility to the workforce but may result in low productivity during normal working hours so employees can access overtime payments.
Non-monetary methods of motivation	
Job rotation	Employees move between different jobs (for example, on a production line). Results in flexible, multi-skilled staff but ultimately workers may just be moving from one boring job another.
Job enlargement	Workers are given a wider variety of different tasks to carry out although there is no increase in the level of responsibility. This is sometimes called horizontal loading.
Job enrichment	Giving employees the chance to fully utilize their abilities through, for example, providing a range of challenges, training workers and allowing them to demonstrate their skills.
Empowerment	Allowing workers greater autonomy. They have greater freedom and power to control their own working lives.
Team-working	Involves organizing workers into groups, setting team goals and awarding team rewards to achieving targets.
Participation	Employees participate in organizational decision making through such things as quality circles and works councils.
Working conditions	Provision for better working condition such as air-conditioned rooms, proper plant layout, proper sanitation, equipment, machines etc, motivates the employees.

Most organizations which operate in different fields are spending so much

money trying to inspire employees that they have spawned an industry, often called as ‘the motivation industry’. It’s a multibillion-dollar business in which top gurus command fees of up to \$65,000 for a speech. Billions of dollars of rewards are sold to companies – from T-shirts to exotic vacations – to be dangled in front of workers to boost performance. Trouble is, there has been exhaustive academic research trying to find out what motivates workers, and it has turned up almost no evidence that motivational spending makes any difference.

Nowadays managers can inspire their employees in a variety of ways. Many of these methods do not cost a dime, but do require time and attention. They may be listed as follows in order of importance:

1) Getting the basic right. It means that employees are not generally motivated to work harder by maintenance factors such as salary, working conditions and job security. However, if companies do not get these items right they can lead to dissatisfaction. An employee may become unmotivated if he perceives inequity in the salary structure, either because another employee is paid more for doing the same job or is paid the same for expending less effort. Similarly, a perceived lack of job security can undermine an employee’s morale.

2) A job design. Employee motivation is likely to increase if jobs are well designed. Managers should spend time analyzing each job to ensure that it will engage and motivate the employee while meeting business needs. Employees will feel motivated if the job requires them to use a variety of skills and involves them in a range of different tasks. Having responsibility for the whole job, rather than one small part of it, and understanding the significance of their role also contribute to employee motivation.

3) Recognition. Employees want their manager to notice their hard work. Praise and recognition from a manager can be powerful motivators. However, delivering positive feedback is a skill which does not come naturally to all managers. Companies should ensure that managers are given appropriate training to develop their ability to notice and provide feedback on good performance. The motivational effect of recognition is magnified when it is combined with public acknowledgement through schemes such as an employee of the month program or a well-designed incentive scheme.

4) Involvement and participation. Few things frustrate employees more than managers who do not seek their opinion or listen to their input. Companies can increase employee motivation by ensuring that they consult and involve employees in decisions that will have an impact on them. When possible, companies should allow employees to have control over aspects of their work, such as how they structure their day. However, the company must manage expectations by setting out the limits of employee influence, as it will not be possible to act on every suggestion.

5) Coaching. Many strategies that managers use to inspire people don't cost much money, and that's why they are effective: they require an investment

of the manager's own time. Coaching is one way in which managers can utilize their time as a motivational tool. Sit down one-on-one with employees facing challenges and opportunities at your company and talk it through with them. Offer non-judgmental constructive criticism to help them improve and praise where it is deserved.

Coming to the conclusion, it is important to note that while the subject of motivation has attracted a lot of academic debate, and its development and refinement continues, the last eight decades has allowed us a sufficient grasp of the subject as to be able to apply the knowledge in the efficient running of organizations. However, as our ideas of man and his work change and we continue to encounter more complex technological problems, so too will our curiosities in understanding “What Really Motivates Man”. What we have learnt so far is that money is not the only thing that motivates a man and that it can even be secondary; the work environment, the job design, the style of supervision, non-material incentives, all count in motivating workers.

In general, motivation offers several benefits to organizations and their employees: higher efficiency, reduce of absenteeism, reduce of employee turnover, improvement of a corporate image and good relations and encouraging of initiative and innovation. Thus, we can't disagree with Rick Pitino [5], highly successful and noted American basketball coach, who said: “The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by something different”.

References

1. Webster's Online Dictionary with Multilingual Thesaurus Translation. Definition: motivation. Retrieved from <http://www.websters-online-dictionary.org/definition/motivation>
2. Edwin A. Locke, Gary P. Latham. “What should we do about motivation theory? Six recommendations for the twenty-first century”. *Academy of Management Review*, Academy of Management, United States of America, 2004, Vol. 29, # 3, pp. 388-403. Retrieved from <http://www.jstor.org/discover/10.2307/20159050?uid=2&uid=4&sid=21102167429047>
3. *Inspirational Quotes for Business and Work About Motivation* by Susan M. Heathfield, About.com Guide (2013). Retrieved from http://humanresources.about.com/od/inspirationalquotations/a/quotes_motivate.htm
4. Ricky W. Griffin, Gregory Moorhead (2012). *Organizational Behavior: Managing People and Organizations*. 10th edition. South-Western, Cengage Learning. Retrieved from http://books.google.com.ua/books/about/Organizational_Behavior.html?id=pRUGzDn3DoC&redir_esc=y
5. Quotes by Pitino, Rick. Retrieved from <http://quotationsbook.com/quotes/author/5727>