

MOTIVATION IN TODAY'S WORKPLACE

Annotation. Competitive economic environment was studied. Various approaches to the motivation of employees were analyzed. The necessity for new training and coaching programmes was proved.

Анотація. Досліджено конкуруюче економічне середовище. Розглянуто різноманітні підходи до мотивації робітників. Доведено необхідність вивчення нових програм навчання та підготовки персоналу.

Аннотация. Исследована конкурирующая экономическая среда. Изучены различные подходы к мотивации сотрудников. Обоснована необходимость изучения новых программ обучения и подготовки персонала.

Keywords: motivation, employee, performance, goal, research.

In today's market, where companies seek a competitive edge, motivation is a key to talent retention and performance. Regardless of the economic environment the goal is to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge, experience and expertise.

The problem of today's motivation process was studied by many researchers such as R. Pritchard & E. Ashwood in their work "Managing Motivation", P. Alexander, R. Ryan, & E. Deci in their work "Intrinsic and Extrinsic Motivations".

The goal of this article is to ground approaches to employee motivation and study new training and coaching programs.

Motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles. The direction of a person's behavior refers to many possible actions that a person could engage in, while persistence refers to whether, when faced with roadblocks and obstacles, an individual keeps trying or gives up [1].

The responsibility for motivation is three-fold: it falls in the senior leadership, the direct manager and the employee. Numerous factors are involved, from trust, engagement and values (individual and organizational) to job satisfaction, achievement, acknowledgement and rewards. Motivation is essential for working autonomously, as well as for collaboration and effective teamwork. The ultimate focus of the organization is to successfully retain talent, meet goals and go beyond expectations. It is the role of HR and organizational leaders to foster an environment for excellence. Through a foundation of research, theory, studies and practical examples, this article addresses the questions of what motivates employees, what managers need to do, and what supports motivation and, thus, performance.

Motivating employees for better performance encompasses such critical factors as employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, and overall authenticity of leadership. Motivation and engagement is truly a 50-50 relationship between the employee and the employer. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful.

Engagement influences motivation. It is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behavior includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them.

For employees to remain motivated, recognition is essential. Direct line managers have one of the most important roles regarding recognition. Their communication style – or lack of communication – stands out as critical for successful recognition. Recognizing good performance is also a key factor in talent retention. Different types of reward and incentive programs are effective at motivating employees.



Motivation may be promoted through monetary and nonmonetary rewards. Incentive bonus plans can promote high performance because the bonus is usually tied directly to company and/or individual performance. In addition, some benefits programs include employee recognition [2].

In today's economy, leaders need to be mindful of economic pressures when looking for ways to motivate employees. Some organizations find cost-effective ways to provide opportunities through "developmental assignments," where people can grow their skills in other areas to be ready for promotions when they may occur. A good manager will take the time to consider ways to motivate employees, whether performance levels are good or need improvement. For the leader, it is beneficial to take a step back and consider, on a personal level, what is motivating him/herself. Important questions to ask are: 1) what are your own values; 2) what keeps you motivated; 3) what are your own engagement levels; 4) are you committed to the values of your company; and 5) do you take pride in your work and in your organization? By taking the time to examine these questions and thoughtfully answer them, a leader can gain a refreshed and even enlightened viewpoint to perform better—both for him/herself and for his or her staff—and be able to better optimize for improvement. By identifying three areas that need most attention, for example, a leader can develop a plan and put it into action. Employees need to have acknowledgment and respect and know that their contributions are valued. It cannot be stressed enough how demotivating it can be when managers do not recognize, acknowledge or appreciate employees and their hard work. Two strategies that can help motivate employees are 1) to provide training (including current job, new technologies and the ability to keep up with changes in the employees' areas of expertise) and 2) promotional opportunities (promote from within). Positive and supportive leadership clearly makes the difference for an engaged and motivated workforce [3].

Analytical research of different motivation theories revealed 12 ways of employee motivation:

Provide employees with the information and resources they need to do a good job.

Ask employees for their input by involving them in decisions that affect their jobs.

Find out directly from employees what motivates them.

Personally congratulate employees for their excellent work.

Recognize the needs of employees.

Establish good channels of communication – be (physically) accessible and available.

Use performance as the basis for promotion.

Have a promote-from-within policy.

Publicly recognize employees for good work (if culturally appropriate to do so publicly).

Include recognition as a part of morale-building activities to celebrate group success.

Have clear goals.

Foster a sense of community.

Organizational success cannot be achieved without strong leadership and a focused, thoughtful work environment that promotes motivation. No matter the industry, HR leaders need to be in touch with what is important to employees and to work with senior management to foster a motivated workplace based on trust, recognition and acknowledgment, for optimal engagement and performance.

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METHODS OF COMPANY PERSONNEL DEVELOPMENT

Annotation. The problem of outdated methods of assessment and ways to develop to staff as an economic unit is considered. Processes, components and relevance of staff development at the company are examined.

Анотація. Досліджену проблему застарілих методик оцінки кадрів та шляхів розвитку персоналу як економічної одиниці. Розглянуто процеси, компоненти та актуальність розвитку персоналу на підприємстві.

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