

ВПЛИВ МЕХАНІЗМУ ЗРОСТАННЯ ЦІЛЬОВОЇ ЕФЕКТИВНОСТІ МОТИВАЦІЇ ПЕРСОНАЛУ НА ЯКІСТЬ ПРАЦІ

Ó Просянчук В.Л., 2014

Розглянуто проблему управління персоналом як ключову ланку в сучасних умовах господарювання для забезпечення нормального та ефективного розвитку підприємства. Встановлено актуальність проблем дослідження умов створення динамічного й результативного механізму підвищення мотивації персоналу. На підставі аналізу мотивації персоналу, як функції управлінської діяльності, визначено стратегічні принципи і правила побудови ефективного мотиваційного механізму на підприємстві. Встановлено неможливість вдосконалення діючої системи управління персоналом підприємства, яка ґрунтується на врахуванні таких компонент, як рівень знань, досвід роботи, рівень середньо-справедливої зарплати, здоров'я людини та її психофізіологічні особливості, без використання механізму підвищення цільової ефективності мотивації праці. Метою досліджень є створення механізму зростання цільової ефективності мотивації персоналу з визначенням типів чинників та їх впливу на підвищення якості праці.

Встановлено цільову ефективність мотивації персоналу як ступінь досягнення визначеного рівня якості праці. Підкреслено необхідність створення класифікації мотиваторних факторів, на основі яких може функціонувати дієвий механізм зростання цільової ефективності мотивації персоналу. Визначено, що головними складовими запропонованого механізму виступають грошові, негрошові та неперсоніфіковані фактори. Відмічено гарантований позитивний вплив таких грошових чинників, як премії та дивіденди, порівняно з встановленим рівнем заробітної плати. Встановлено залежність зростання цільової ефективності мотивації персоналу від обсягів застосування різних типів негрошових мотиваторів.

Зазначено доцільність індивідуального підходу до кожного з працівників та диференційованості мотиваційних чинників для різних категорій і віку персоналу за обов'язкового врахування проведеного об'єктивного оцінювання їхнього трудового внеску.

Сформульовано основні вимоги організаційного характеру до системи мотивації на підприємстві та визначено коло завдань, які необхідно вирішити для успішного функціонування запропонованого мотиваційного механізму.

Ключові слова: управління, мотивація персоналу, механізм, цільова ефективність, чинники, грошова винагорода, неперсоніфіковані фактори, оцінювання праці.

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IMPACT MECHANISM OF GROWTH TARGET EFFICIENCY OF STAFF MOTIVATION ON QUALITY WORK

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The article considers the problem of personnel management as a key element for provision of normal and effective development of an enterprise in the present day economic conditions. Timeliness of investigation of conditions of dynamic and impactful personnel motivation enhancement mechanism creation has been elucidated. On the basis of analysis of personnel motivation viewed as a function of management activities, strategic principles and procedures for effective corporate motivation mechanism creation have been determined. The

paper stipulates the impossibility of improvement of an acting corporate personnel management system which is based on consideration of such components as proficiency level, work experience, average fair salary rate, a person's health and psychophysiological peculiarities, without usage of work motivation mission effectiveness enhancement mechanism.

The aim of the research is to create a mechanism of personnel motivation mission effectiveness enhancement with determination of factors type, as well as of their influence on work quality improvement.

Personnel motivation mission effectiveness has been established as a stage of work quality definite level reaching. Underlined is the necessity of creating a classification of motivational factors, on the ground of which a viable personnel motivation mission effectiveness enhancement mechanism can operate. Monetary, non-monetary and non-personalized factors have been ascertained to act as main components of the mechanism proposed. Guaranteed positive impact of such monetary factors as award pays and dividends, compared with set salary rates, has been noted. Dependence of personnel motivation mission effectiveness enhancement on volumes of various types of non-monetary motivators involving has been observed.

The article recognizes feasibility of an individual approach to each employee, as well as of motivation factors differentiation for various categories and age ranges of personnel, with compulsory regard to their work contribution objective evaluation having been performed.

Basic requirements of organizational character imposed on in-plant motivation system have been formulated; scope of issues to be solved for effective operation of a proposed motivation mechanism has been specified.

Key words: management, staff motivation, mechanism, target efficiency, factors, monetary compensation, non-personified factors, evaluation of work.

The relevance of the work and the problem formulation. In the current economic conditions among the various problems associated with the normal and efficient development of the enterprise, one of the key issues is the management staff. Clearly, therefore, the most promising are those organizations that make a primary bid for the management and motivation of human resources. And today, the efficiency of enterprises of different ownership forms depends on motivation, which in a competitive market environment are critical to the improvement of professional competence, creativity and innovative abilities of the employees. The growing importance of efficient production, like capital, are determined by the results encourage employees who are professionally perform their duties and are able to accomplish the organization's purpose in terms of providing high-quality services, and overall business practices of enterprises. For each worker had a desire to reach her goal, he has to be motivated, and the effectiveness of motivation depends on personal characteristics of a person and his values. However, actualized the problem of investigation of the conditions for creating a flexible and efficient mechanism to increase motivation. Since the modern system of personnel management is based on the fact that the staff is a core value of the enterprise and the main part of the production process, a special place in the implementation of the principles of management is the identification of the dependence of quality on the mechanisms of motivation. Despite the huge number of motivational theories, systems and schemes of motivation, for most leaders, the problem of formation and the effective effectiveness of motivational mechanism of the staff in the strategic enterprise management remains relevant.

Analysis of the known publications. The development and effective use of productive qualities have always been of a great interest for scientists. The increasing role of human resources in enterprises are increasingly reported research on issues of strategic personnel management. The problems of establishing the importance of motivation in management company dedicated to the scientific work of famous scientists V.S. Dedecaeva, M.T. Karlin, M.L. Zbarskiy, V.Y. Ryabokon as the new. In the works of such Russian scientists as L.B. Posheluzhna [1] and A.V. Krushelnytska [2] provided theoretical and methodological provisions regarding the role of motivation in the process of personnel management. But studies do not

relate to the new effective mechanisms extension motivator database of personal characteristics of employees.

According to M.V. Semykina [3]. motivational mechanism at the enterprise includes a set of economic levers and means of social and psychological nature that is the motives that induce labor and strengthen them. Could not agree more with G.D. Poberezhna [4], which believes that to create an effective incentive mechanism should provide approximately the same degree of motivation for managers and subordinates. Researcher S.S. Zanjuk [5] defines the main motivation systematic factor of human activity, promote awareness, the revelation of her personal qualities, manifestations and direction of productivity and creativity. Motivation, according to V.M. Shinkarenko [6], reflects the content, conditions, activities and opportunities meet the needs of the person. At the same time, V.M. Goncharov, S. I. Radomskiy [7] and A.S. Wichanskyy [8] note that the motivation of employees is crucial internal desire on set of incentive activity and factor in the direction of human actions in the process of achieving a specific aim.

Thus, the analysis of known scientific results indicates a failure of development of motivational mechanisms and their impact on the results.

The aim of this work is the creation of a mechanism growth target achievement motivation with the definition and classification of types of factors and their impact on improving the quality of labor.

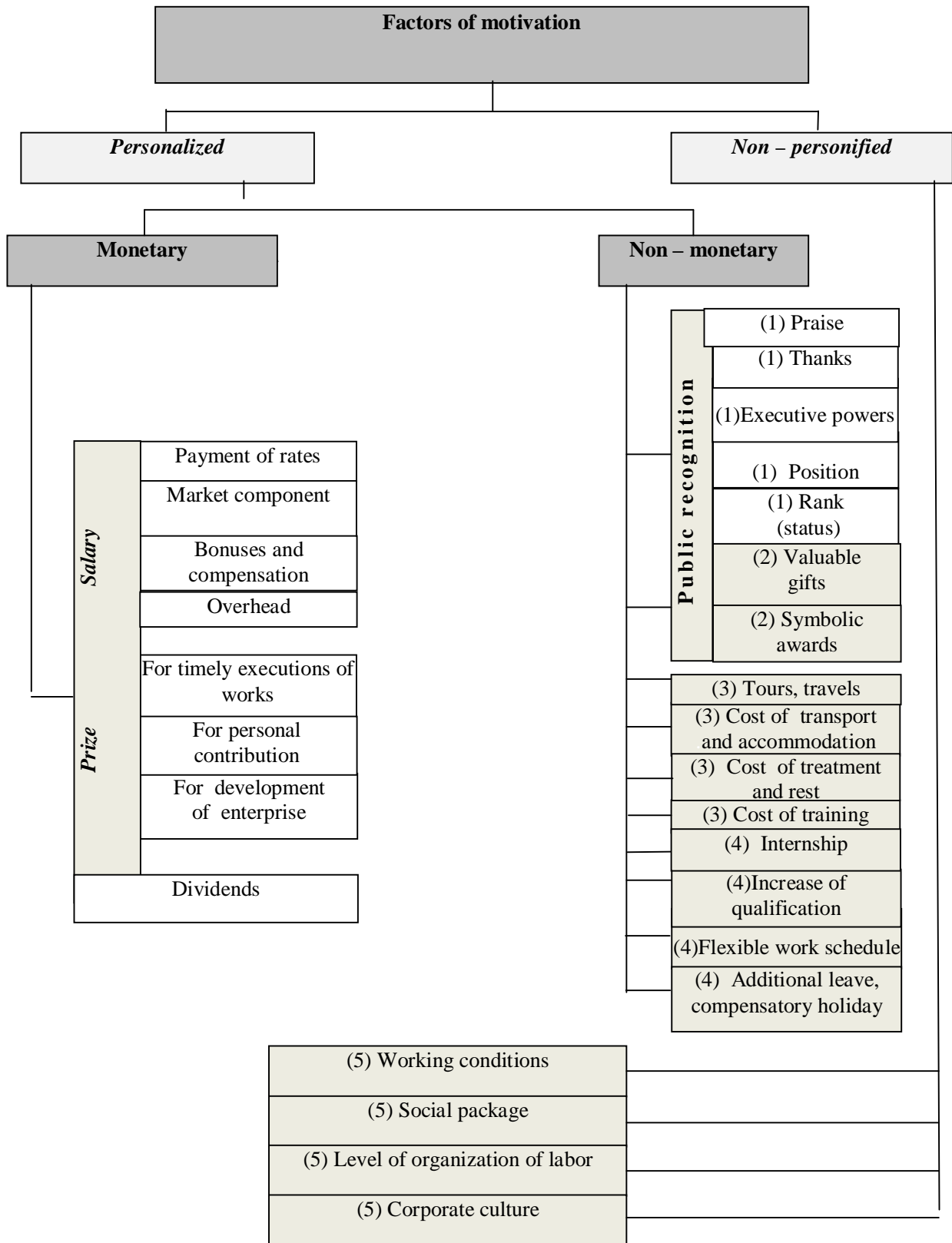
The main material of the study. The study management system for large enterprise marine economic complex by questionnaires, expert assessment and computer-based testing showed staff motivation as a complex function of management along with such traditional functions as planning, organization, control and decision making. Motivational environment determines the success of the professional activity of the personnel of the company and determines the conscious, conscientious, persistent and focused on his work to address economic challenges and achieve economically significant results. Therefore, work motivation is a set of internal and external forces movement which encourage a person to action and set the boundaries and forms of activity, give this activity a direction that focuses on the achievement of certain goals. She directs the commitment of staff to meet their needs through work. At the same time, labor motivation implies through the promotion of an employee or group of employees to achieve certain economic goals of the enterprise, using a system of causative factors, and determines the activity of the staff. The target efficiency motivation is determined by the degree of achievement of the established level of quality work.

However, in staff motivation are important enough not only stimulating, but also situational factors, which are dynamic and changeable. Moreover, the level of motivation in a particular situation is determined by the importance of success, hope for success and subjective likelihood of success. In addition, motivation as a process, should develop rapidly and be unique for each of the workers, and at the same time to be differentiated, because every employee influence of the same factor of motivation can be assessed in different ways.

Building an effective mechanism for motivating enterprises should focus on the priority strategic objectives, such as strengthening of strategic capacities at the expense of additional investment resources, the search for new strategic areas of management, strengthen internal and external flexibility of the production system, development of marketing research. The orientation of the system of incentives on the priority of those goals means that the income of the staff, which defines the purpose and main objectives of the organization or providing services to achieve them, must depend on the effectiveness of this activity.

In the process of management personnel at the company effective motivational environment should allow working:

- to build a sense of self-importance in the activities of the entire enterprise and to adequately assess their capabilities;
- to develop their professional skills and to help others do the same;
- get career growth opportunities;
- quickly adapt to dynamic changes of motivation;
- implement the ability to achieve aims.



Moral factors – (1);
 Natural factors – (2);
 Paternalistic factors – (3);
 Productions and management factors – (4);
 Social and organizations factors – (5).

Classification of factors of motivation

A three-year survey of staff major companies of the Maritime industry has allowed to establish rules for effective motivation of employees:

- motivation is especially effective in case of recognition by staff of their contribution to the results of the work;
- unexpected and unpredictable incentives motivate better than projected;
- positive reinforcement is more effective negative;
- promotion should be immediate, resulting in immediate and equitable responses to the actions of staff.

Another important point in the system of motivation is the rationality of the management personnel of the company. After all, a clear definition and informing workers of the full list of duties is an important basis for obtaining high performance.

Considering motivator factors that affect motivation in the system life cycle of a business, it is worth noting that the motivation system should cover all levels of the organization and the life cycle of each employee. The management company, which is based on the concept of motivational management, must find an optimal combination of methods, the implementation of which will lead to increased satisfaction from work and increase the effectiveness of its initiatives and creativity.

Among the factors that cause staff to act and to intensify their actions, should provide personalized and non-personified factors of motivation, which are listed in the proposed classification of motivating factors (Fig. 1). Personalized factors in the enlarged view, can be seen as a combination of monetary and non-monetary incentives. The leading role in material work motivation belongs to wages as the main form of income personnel with aim of achieving a certain level of wealth and material standard of living.

First, high wages (compared to average set value) helps reduce staff turnover, and therefore provides a stable workforce. In the case of reducing staff turnover, the management company has the opportunity to reduce the cost of its hiring and training, directing free funds for the development of production, which in turn will increase the competitiveness of the enterprise service. Secondly, the policy of high wages gives you the opportunity to take on the labor market is the most qualified, experienced, motivated, success-oriented employees, the productivity of which is potentially above average. Therefore, due to the establishment of motivating factors with their classification, provides a mechanism for the growth of target achievement motivation, which provides step-by improving the quality of work of the enterprise.

As always the main motivator is the salary tariff rates and salaries, which are set on the basis of the tariff agreements in accordance with the complexity of the work, responsibilities, level of prices of commodities, the situation on the labor market. Real wages are significantly higher than the rate tariff for specific groups of staff due to increased demand for this type of work and are established as a market component to paycheck. The purpose of supplements is to compensate the additional cost of labor through the objective differences in the conditions and complexity of the work, which is almost impossible to improve. Allowances as part of the income of workers, are paid for performance above the norm, or for the number of staff less than normal. Such payments usually are not regarded as overhead tariff, as traditionally believed that the allowance established by the management company. However, if the gain is relatively constant part of the earnings, which reflects the personal achievements of staff, it can be argued that piece perk is kind of overhead.

Bonuses are used to encourage conscientious attitude to work, improve the quality and efficiency of services. The difference between allowances and premiums that extra charges are paid the same amount each month for a set period, and premiums can be irregular and their value varies significantly from the results achieved. The main types of awards for the quality and timely execution of works and for his personal contribution to the development of the enterprise, which can be dedicated to different dates or holidays at the discretion of the management company. Important monetary factor is the payment of dividends to the holders of the shares.

Great importance of non-monetary motivators, among which we should highlight the moral, natural, paternalistic and organizational factors. On the moral and physical factors based recognition of the employee, which is essential to his position, rank and status, which determine the possibility of career advancement of the individual. It should be noted and the importance of factors such as praise, gratitude,

giving Executive powers, handing in valuable gifts, which must be proportionate to the achievements, and symbolic rewards in terms of personal growth and self-esteem and self-employee. As additional incentives and payments for the account of the company for the purpose of fixing frames, easing tension and improving productivity significant motivation factors are paternalistic motivators, which are quite significant for different age categories of staff are the possible costs of training or the necessary treatment. The motivators production and management directions good effect is the provision of a flexible working, time off, additional leave, as well as the possibility of training or retraining.

Among non-personified social and organizational factors of motivation important working conditions and the level of organization of labor, however desirable the company's social service and high level of corporate culture staff.

Studies show the feasibility of using administrative methods of punishment (reprimand, deprivation bonus, taking off, etc.), with only the ability to choose for each employee "stick" and "carrot" according to its individual characteristics can bring real benefits in work.

Effective use of the proposed motivational factors should be adjusted according to the results of objective evaluation of professional compliance staff. When the diagnosis of indicators of quality of work it is recommended that testing personnel on five scales work: organization, efficiency, productivity, innovation, quality, using a special computer program [9]. In the evaluation set level of readiness to perform work, dedication daily work and labor activity of workers, which serve as important basis for the effective use of individual employee motivators.

For the successful operation of the proposed growth mechanism of target achievement motivation you need to spend:

- posing in front of all categories of staff are clearly defined and achievable aims;
- creating a more transparent system of remuneration and evaluation of staff;
- increase the personal responsibility of each employee with the right choice of methods of solving tasks;
- focus direct management of staff;
- analysis of the success achieved by the employees aims.

The positive impact of the developed mechanism in the system of motivation of the enterprise are achieved through:

- providing equal opportunities officer promotion criteria the performance of the work;
- approval of remuneration level with his results and recognition of personal contribution to the overall success;
- creation of appropriate conditions to protect the health, safety and welfare of all workers;
- maintaining an environment of trust, interest in implementing a common aim.

Growth target efficiency featured motivational mechanism, the setting perfect measure quality performance of personnel, must be accompanied by motivational monitoring. It is necessary the existence of a system of ongoing monitoring and control of the state of motivation. The gradual growth of quantitative diagnostic indicators of the labor activity of the personnel depends on the individual approach to motivation along with bringing personal results estimation of labor activity of each employee. Using the results of scientific work increases the competitiveness and efficiency of functioning of the enterprise.

The conclusions

1. Created a new mechanism for the growth of target achievement motivation, which improves the existing enterprises system of personnel management. 2. Defined and classified the types of motivating personalized and non-personalized monetary and non-monetary factors that have a positive impact on improving the quality of labor. 3. Installed the dependence of the growth target of the effectiveness of the motivational mechanism from the usage of non-monetary motivators in the enterprise. 4. The expediency of an individual approach to motivation of employees and differentiation of motivational factors for different categories of personnel with the mandatory accounting conducted an objective evaluation of their labor contribution. 5. Proposed mandatory monitoring of labor activity of workers to accurately identify the recommended mechanism of motivation of the personnel.

Achieving a sufficiently high level of competitiveness of the enterprise becomes possible with the optimal use of the management of the research results of the influence of the growth mechanism of target achievement motivation on quality of work.

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