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MOTIVATION AS MECHANISM INCREASING EFFICIENCY OF PERSONNEL ACTIVITY

Essential crisis in the human resource management sphere has an influence on the Ukrainian economics and the processes of economic growth. The organization, creating conditions for employees' normal work and having personnel motivation system, forms the preconditions of its own competitiveness.

Attitude to work depends on motives guiding the person.

Thus, the labor behavior is influenced by many factors, acting with different forces and divergently. It requires more detailed studying and decision-making on motivation mechanism creation which has the influence on personnel efficiency.

The problem of employee motivation at the organization level seems more difficult in modern conditions.

The effective solution of motivational problems became complicated due to: motivation as a system of motives of the certain person existing according to its own laws, not always clear and not always accessible to regulation from the outside.

In the article the personnel stimulation system of the modern company (material and non-material motivation and demotivation) was considered and analyzed.

As result of research, it is established that the stimulations

system (payment) on the whole at the Ukrainian enterprises and the organizations is ineffective and it is one of the reasons of braking of branch development. The main demotivator during the last years in Ukraine is the salary nonpayment for a month, quarter or even year.

It is important to notice that recently, the material motivation gave the way to non-material. The workers considered that material motivation presence is usual and they need additional motivators which employers offer them.

For attracting and keeping competent workers, it is necessary to form loyalty to the company and strengthen motivation except the basic salary through awards, surcharges and extra charges. The employer has to offer other compensations and social and non-material privileges, which usually not depend on complexity of functions, performance of duties and work results. Development of the personnel as the method of non-material motivation has great importance for the company. It allows raising labor productivity, followed by possible increase of the salary (after increase of the category, rank), promotion, increase of competitiveness in a la-

bor market. Also, in practice the concept “compensatory package” has appeared.

It is possible to assert that the modern systems of personnel motivation in the majority of the companies operating in Ukrainian territory are not perfect. The widespread problems of personnel motivation in Ukraine were noted.

In the article proposals of the motivational mechanism perfection which has the influence on efficiency of personnel activity in modern conditions were given. On a whole,

the recommendations on motivation mechanism perfection and correlation between traditional and nontraditional motivation methods rationalization with foreign experience results has given.

Based on these factors, the modern employer could: create the effective system of personnel motivation, which can buy not only workers’ time but effective results of their work as well; find possible demotivation reasons beforehand; minimize human resource management risks.