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EVALUATION AND ANALYSIS OF THE SYSTEM OF MOTIVATION AND STIMULATION OF WORK OF THE STAFF OF A COMMERCIAL ORGANIZATION

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The work substantiates the need to evaluate and analyze the system of motivation and stimulation of the work of the personnel of a commercial organization. The author's classification of remuneration systems according to the level of the motivational component and the classification of incentive payments depending on the motivational orientation are proposed. Achieving the goals of the organization is impossible without ensuring the effective actions of personnel. For this, it is necessary not only to ensure the functional loading of employees and create the necessary conditions for them, but also to arouse in them the desire to energetically carry out exactly those actions that bring the organization closer to achieving its goals. In this regard, management must perform a very important function - creating conditions for motivating employees and implementing it in practice. A feature of modern personnel management is the growing role of the employee's personality, the ratio of motives and needs, on which the motivation system can be based, changes accordingly. Today, both financial and non-financial reward methods are used to motivate employees. Meanwhile, neither the theory of management nor the practice of personnel management provides certainty regarding the relationship between individual aspects of employee motivation and the most effective methods of managing them. It should be noted that in most scientific works devoted to motivation, the main attention is paid to researching the problems of the structure and dynamics of work motivation. Meanwhile, studies devoted to the practical development of oriented models of labor motivation for the personnel of commercial organizations in the conditions of the "new economy" are clearly insufficient. Thus, the development of recommendations for evaluation and improvement of the system of motivation and stimulation of the work of the organization's personnel acquires special significance.

ОЦІНКА І АНАЛІЗ СИСТЕМИ МОТИВАЦІЇ І СТИМУЛЮВАННЯ ПРАЦІ ПЕРСОНАЛУ КОМЕРЦІЙНОЇ ОРГАНІЗАЦІЇ

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Ключові слова:

фактори мотивації,
рівень мотивації,
ефективність мотивації,
результативність
діяльності організації,
оцінка матеріальної мотивації,
виплати стимулювального
характеру

У роботі обґрунтовано необхідність оцінки та аналізу системи мотивації та стимулювання праці персоналу комерційної організації. Запропоновано авторську класифікацію систем оплати праці відповідно до рівня мотиваційної складової та класифікація виплат стимулюючого характеру залежно від мотиваційної спрямованості. Досягнення цілей організації неможливе без забезпечення ефективних дій персоналу. Для цього потрібно не тільки забезпечити функціональне завантаження працівників і створити їм необхідні умови, а й викликати в них бажання енергійно здійснювати саме ті дії, які наближають організацію до досягнення поставлених цілей. У зв'язку з цим керівництво повинно виконувати дуже важливу функцію – створення умов для мотивації працівників і здійснення її на практиці. Особливістю сучасного управління персоналом є зростаюча роль особистості працівника, відповідно змінюється співвідношення мотивів і потреб, на які може спертися система мотивування. Для мотивації співробітників сьогодні використовують як фінансові, так і нефінансові методи винагороди. Тим часом визначеності у співвідношенні окремих аспектів мотивації співробітників

і найефективніших методів управління ними ні теорія менеджменту, ні практика управління персоналом не дає. Необхідно зазначити, що в більшості наукових праць, присвячених мотивації, основну увагу приділено дослідженням проблем структури та динаміки трудової мотивації. Тим часом досліджень, присвячених практичному розробленню орієнтованих моделей трудової мотивації персоналу комерційних організацій в умовах «нової економіки», явно недостатньо. Таким чином таким, особливої значущості набуває розроблення рекомендацій щодо оцінки та вдосконалення системи мотивації та стимулювання праці персоналу організації.

Formulation of the problem

A significant number of domestic and international scientific works are devoted to the study of the issue of stimulation and motivation of personnel, however, the systematization of approaches for each type of enterprise requires a more detailed study and grouping.

Our article is devoted to determining the dominant components for encouraging employees.

Analysis of latest research and publications

Many domestic and foreign scientists are constantly dealing with issues of labor costs, reforming the labor payment system, and problematic aspects of wages. These are, in particular, such well-known authors as K.S. Hook, V.F. Hryshchenko, A.I. Kredisov, E.H. Panchenko, V.A. Kredisov, M.A. Kovalenko, I.I. Gruznov, L.E. Sukhomlin, V.M. Didenko, S.P. Robins, D.A. De Cenzo et al.

Formulation of the purposes of the article

The purpose of the article is to develop a method of evaluation and analysis of the system of motivation and stimulation of the work of the personnel of a commercial organization.

To realize the set goal, the following tasks were solved during the research:

- development of the theoretical and methodological foundations of the system of motivation and stimulation of the work of personnel;
- study of domestic and foreign experience of evaluation and analysis of the system of motivation and stimulation of the work of personnel;
- determination of the level of staff motivation based on an assessment of the significance of selected motivational factors and an assessment of the degree of satisfaction with them;
- determination of the numerical value of the effectiveness of the organization's activity based on the use of a multi-criteria method of measuring effectiveness;
- determining the effectiveness of motivation and its grouping;
- development of a factor model of the capacity of incentive payments;
- assessment of the existence and closeness of the relationship between the amount of incentive payments and the level of salary intensity.

Presenting main material

For the first time, the word “motivation” was used by Arthur Schopenhauer in the article “The Four Principles

of Sufficient Reason”: motivation is causality visible from the inside. Currently, there are several approaches to determining motivation. The first of them is the process of motivating oneself and others to certain activities aimed at achieving personal goals or the goals of the organization (Kredisov A.I., Panchenko E.G., Kredisov V.A.). In the framework of the second approach, motivation is considered as a set of driving forces that encourage a person to perform certain actions (M.A. Kovalenko, I.I. Gruznov, L.E. Sukhomlyn), etc. Two approaches to the study of motivation theories are also distinguished. Meaningful theories of motivation are based on satisfying needs and motivating a person to act (Maslow's hierarchy of needs, F. Herzberg's theory, McClelland's theory). According to the procedural approach, an individual's behavior is determined not only by his needs, but also by his perception of the situation, expectations related to it, assessment of his capabilities, consequences of the chosen type of behavior (Vroom theory, Adams theory, Porter-Lawler model).

As a result, a person makes a decision about active actions or inaction. Despite the fact that these theories differ on a number of issues, they are not mutually exclusive and in many ways complement each other. The development of theories of motivation was clearly evolutionary, not revolutionary. These theories of motivation to one degree or another are used in solving tasks of encouraging people to work effectively [4; 6; 7].

Having studied the main substantive and procedural motivational theories, their composition, advantages and disadvantages, it is proposed to present a model of motivation of the organization's personnel in the form of a two-level system (Figure 1).

The first level of motivation is the satisfaction of basic needs (the need for work, stability, minimum necessary working conditions). Only after reaching this level can we talk about motivation for more effective work.

The second level is direct motivation for more effective work, which is achieved with the help of material and non-material factors of motivation.

The significance of the applied motivation factors stimulates the employee to act, as a result of which additional bonuses are expected. In the case of satisfaction with the received reward and the costs of achieving it, the employee is motivated to improve the efficiency of his activity.

Material incentives are the most important means of influencing employee motivation, which has a significant potential to increase it. Salary is of primary importance in material stimulation.

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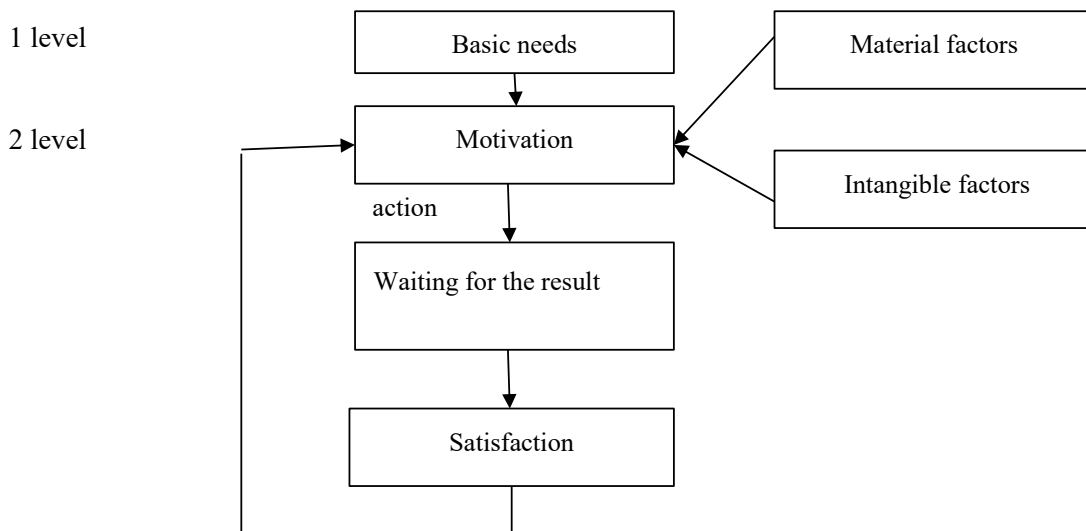


Fig. 1 – Model of workers’ motivation to work

potential to increase it. Salary is of primary importance in material stimulation.

The comparative characteristics of remuneration systems from the point of view of influencing motivational factors are given in Table 1. The author’s classification of remuneration systems, from the point of view of the motivational component, is presented in Figure 2. At the same time, considering the composition and structure of the wage fund, it should be noted that the size of the motivational impact on personnel is not proportional to the

share of elements in the wage fund. Incentive payments have the greatest motivational impact, as they are designed to increase the employee’s performance, professional level, initiative and loyalty to the organization.

Since payments of a stimulating nature have the greatest motivational potential, we present their author’s classification depending on the motivational orientation of the dependence on the motivational orientation (Figure 4).

In order to study the factors of motivation of employees, a number of authors propose different methods of

Table 1 – Comparative characteristics of payment forms and system

| Forms and payment systems | Dependence on employee performance | Dependence on the company's financial results | Dependence on the level of professional knowledge of the employee |
|---------------------------|------------------------------------|---|---|
| Competence system | | | + |
| Hourly form | | ++ | + |
| Tariff-free system | + | | |
| Bonus system | + | + | |
| Detachment system | + | ++ | |
| The KRI system | + | | |
| Grading system | ++ | ++ | + |

Notes: + – a factor that affects the forms and systems of labor remuneration;

++ – a factor that can influence depending on the conditions of application of forms and payment systems

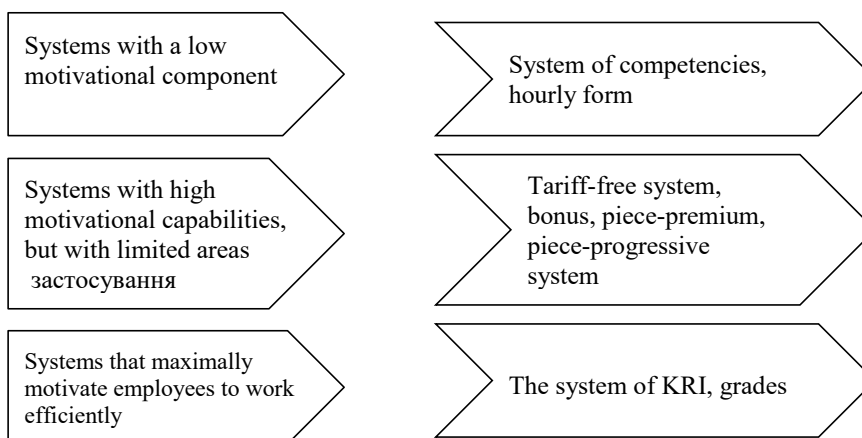


Fig. 2 – Classification of remuneration systems according to the motivational component

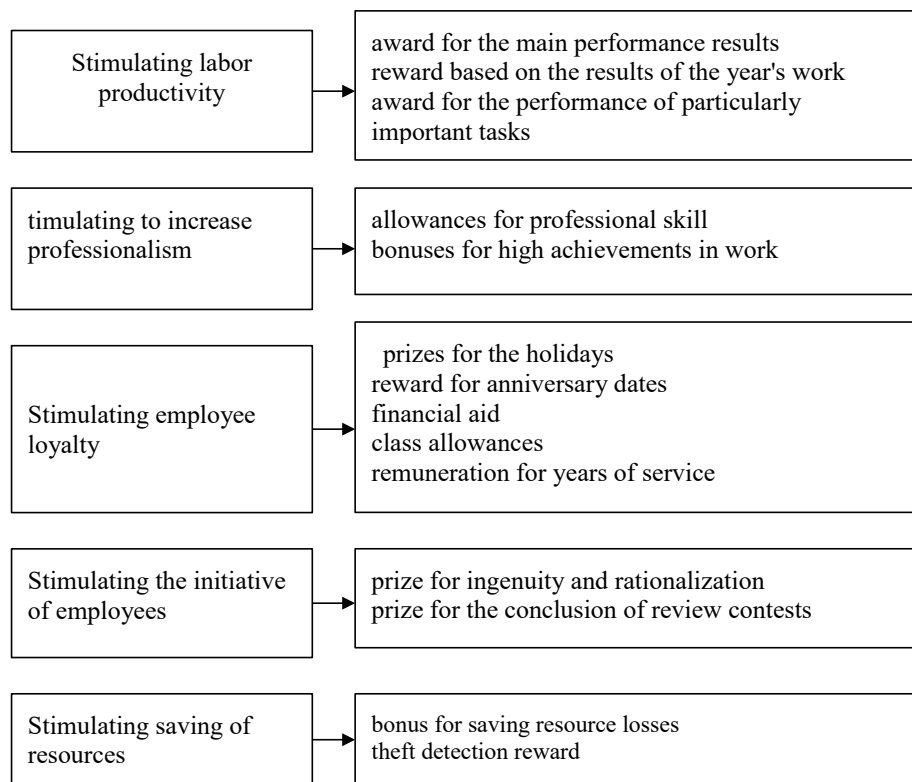


Fig. 4 – Classification of incentive payments depending on the motivational direction

determining the level of motivation for employees from the standpoint of assessing the importance of factors (table 2).

Despite the considerable number of studies in the field of evaluation and analysis of the level of motivation, the methods proposed by various authors are descriptive in nature and are aimed at determining the significant motivational factors and psychotypes of employees.

At the same time, the evaluation of the level of motivation is not connected either with the productivity of work, or with the quantitative expression of motivational factors (for example, salary). The factorial-criterion qualitative model can be attributed to the model that allows you to obtain a quantitative assessment of the level of motivation.

This model makes it possible to evaluate the resulting orientation of an individual or a group by identifying the level of satisfaction of the relevant needs and determining their specific significance, which makes it possible to combine qualitative and quantitative processes, as well as to examine the personally-oriented level of professional

motivation of employees and evaluate the level of communication interaction [1, c. 179].

The majority of authors propose to evaluate and analyze the wage fund as one of the motivational factors according to the analysis scheme, which includes: analysis of the composition and structure of the wage fund, factor analysis of the wage fund, assessment of the ratio of growth rates of average wages and labor productivity, assessment of the efficiency of use funds for payment of labor.

As part of the stage of evaluating the effectiveness of the use of labor funds, it is proposed to calculate indicators of the volume of output, revenue, profit and net profit per hryvnia of wages. Accordingly, none of the considered authors suggests evaluating the level of motivation and stimulation of staff work based on the assessment and analysis of incentive payments, which indicates the need to improve the existing analysis methodology.

Among the various tools for the formation of an effective mechanism of labor motivation, the use of

Table 2 – Comparative characteristics of methods for assessing the level of motivation

| Method | Result | Advantages | Disadvantages |
|---|--|---|---|
| Test "Motivational profile" Sh.Richi and P.Martin | determination of significant and insignificant factors for employees | the ability to determine average values for all personnel | complexity of processing results |
| Multifactorial Personality Questionnaire (MMRI) | allows dividing employees into three motivational groups | allows you to take into account the characteristics of the employee and the characteristics of his motivation | duration and complexity of the research |
| Enneagram method | a visual representation of the employee's motivation in accordance with the selected factors and the determination of his eneatype | allows you to determine the most significant factors of motivation and divide employees into non-types | the impossibility of accurately assigning a specific worker to one type |

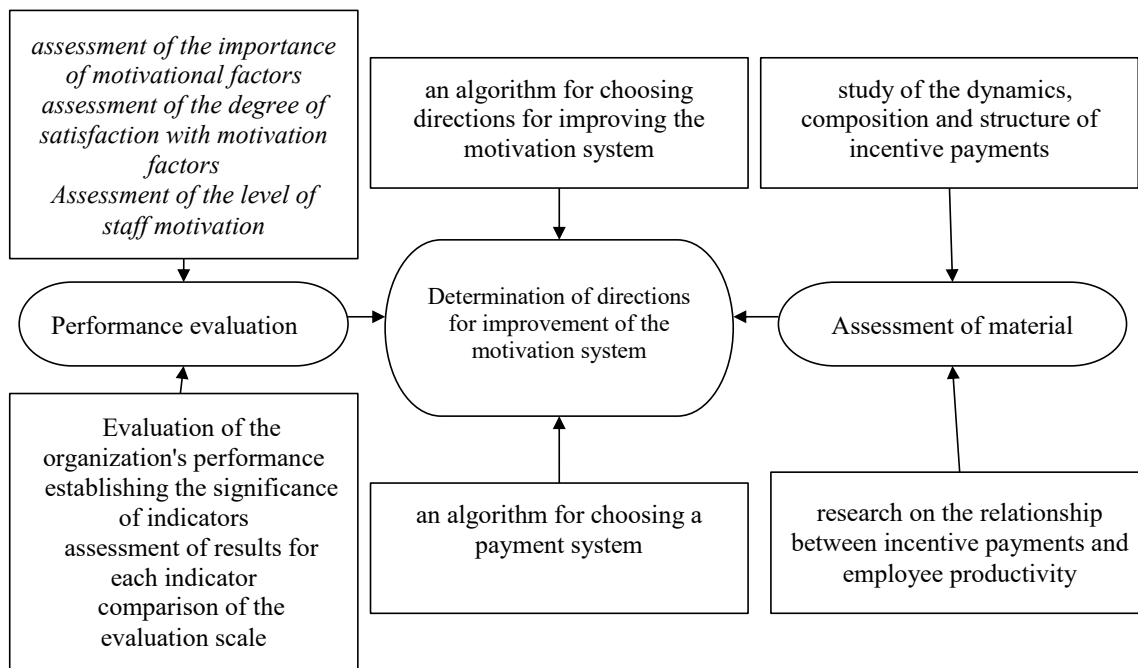


Fig. 5 – Stages of the method of assessment and analysis of the system of motivation and stimulation of labor remuneration

economic analysis of the effectiveness of the motivation system is of fundamental importance. However, the assessment of employee motivation is more difficult than the assessment of qualitative and quantitative results of labor activity. In science and practice, there are no accurate and well-founded methods and techniques for evaluating and analyzing the system of personnel motivation, the result of most of them is descriptive in nature.

To evaluate and analyze the system of motivation and stimulation of personnel work, a methodology was developed, which includes three stages (Figure 5).

The first stage of the methodology involves evaluating the effectiveness of motivation as a product of the estimated level of motivation of employees and the final indicator of the effectiveness of the activity. The source of information for assessing the level of employee motivation is the results of employee questionnaires.

One section of the questionnaire is aimed at assessing the importance of motivational factors, the second – at identifying the degree of satisfaction with them. Processing of questionnaires is carried out on the basis of the factorial-criterion method of the qualitative model.

The level of motivation of employees by factors is defined as the product of the degree of satisfaction with the factor and the level of its significance. The sum of factor satisfaction gives a general assessment of employee motivation (the maximum possible assessment is 1).

The matrix method of performance measurement allows for the integration of quantitative and qualitative results.

The performance matrix contains evaluation indicators, an evaluation scale, the evaluation itself, the significance of each evaluation indicator and the results – for each of the indicators separately and the final indicator. Evaluation

indicators must correspond to the goals and objectives of the organization, be influenced by the object of analysis and comprehensively characterize the object.

The evaluation of the result for each of the indicators is carried out by comparing the actual result with the rating scale. The significance of each of the indicators in the matrix method of performance measurement is determined as a percentage of the total result.

The performance for each of the evaluation indicators is calculated as the product of the significance assessment. The final performance of the object is defined as the sum of the performance for each of the indicators.

The matrix method makes it possible to obtain a comprehensive general assessment of the effectiveness of the work of employees, to evaluate the focus of employees on achieving the set tasks and improving the efficiency of activities.

The second stage of the methodology involves the assessment of material motivation. It begins with a study of the dynamics, composition and structure of incentive payments, according to the proposed classification depending on the motivational orientation: payments that stimulate labor productivity, increase professionalism, staff loyalty, employee initiative, saving resources.

Then the study of the relationship between incentive payments and the productivity of employees is carried out, which is proposed to be carried out using the indicator of the capacity of incentive payments.

It is advisable to present the indicator of the capacity of incentive payments as the sum of the capacity of incentive payments depending on their motivational orientation.

To determine the impact of changes in incentive payments by their types on the dynamics of the capacity

of incentive payments, a factor analysis is performed. To determine the dependence between the size of incentive payments and the level of salary capacity, a correlation-regression analysis should be conducted, which will allow judging the presence and nature of this relationship.

The conducted analysis of material motivation will make it possible to judge the motivational orientation of incentive payments, the effectiveness of the system of material motivation used in the organization and the need for its adjustment.

The third stage of the method of evaluation and analysis of the system of motivation and stimulation of the work of the personnel involves the determination of directions for improving the system of motivation.

The most universal system of remuneration, which allows to take into account a significant number of factors, to determine the amount of remuneration depending on the importance of the position, the number of performed functions, the effectiveness of the work of employees, is the system of grades based on the point-factor method and matrix-mathematical models.

This system makes it possible to evaluate all types of jobs, take into account the level of education and competence of the employee, the nature and specificity of his work, and the achievement of key performance indicators. In addition, this system will allow employees to influence the permanent part of the salary by influencing work factors and thereby increasing their salary within the grade or increasing the grade of their position, which will significantly increase the motivation of employees.

The developed method of evaluation and analysis of the system of motivation and stimulation of the work of personnel will make it possible not only to comprehensively assess the level of motivation of employees, to determine significant factors of motivation and employee satisfaction with them, to reveal the relationship between employee motivation and the effectiveness of their work, and to give a general assessment of the effectiveness of the applied motivation system, and identify the main areas of improvement of this system. If it is necessary to adjust the remuneration system, the methodology makes it possible to determine the most appropriate system and mechanism for

its implementation, taking into account the characteristics of the organization under study.

Conclusions

In the conditions of the development of the “new economy”, the formation of new forms of ownership and the transformation of the entire system of social and labor relations, there is a qualitative change in the motivation of work, its content and structure. In this period, the most important task of labor management is the creation of a motivational mechanism, the main function of which is to increase the interest of employees in the effective use of their labor force, intelligence based on providing them with opportunities for the fullest satisfaction of their needs.

In order to indicate the main directions for the formation of the optimal mechanism of work motivation, it is necessary, first of all, to study the real structure of motivational priorities, to identify the determining system-forming factors of motivation.

The developed method of evaluation and analysis of the system of motivation and stimulation of the work of the personnel of a commercial organization allows:

- identify the most significant motivational factors for the organization’s personnel and the degree of satisfaction with them;
- give an assessment of the level of motivation both by categories and by the personnel of the organization;
- give a comprehensive summary assessment of the effectiveness of the work of the organization’s personnel;
- give an assessment of the effectiveness of the system of motivation and work stimulation in the organization and the need to adjust this system;
- to assess the presence and closeness of the connection between the level of effectiveness of the motivation system and the level of return of incentive payments, the size of incentive payments and the level of salary intensity;
- give an assessment of the effectiveness of the material motivation system used in the organization and the need for its adjustment;
- contributes to the creation of an information and analytical base and the effectiveness of personnel management of the organization.

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