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THE ESSENCE OF INCENTIVE MECHANISMS IN THE MANAGEMENT OF ORGANISATION

During the writing was considered the main factors that determine the effect of motivation to improve efficiency and productivity. The main factors of motivation, the main motivation of the most influential techniques in the management system.

Keywords: *Mechanism, labour motivation, market relations, labour management, factors of motivation.*

Кланя М. СУТНІСТЬ МОТИВАЦІЙНИХ МЕХАНІЗМІВ У СИСТЕМІ МЕНЕДЖМЕНТУ ОРГАНІЗАЦІЇ

Під час написання статті було розглянуто основні фактори, які визначають вплив мотивації персоналу на підвищення ефективності та продуктивності праці. Визначено основні фактори мотивації, визначено основні найбільш впливові методи мотивації в системі менеджменту.

Ключові слова: *механізм, мотивація праці, ринкові відносини, управління працею, фактори мотивації.*

At the present stage of market relations, important problem acquires the staff motivation, improve the mechanism of motivation at all categories of workers, the problem of motivation is imperfect motivation of enterprises, lack of funding measures aimed at improving staff motivation and the fact that the company did not pay enough attention to motivation.

Throughout history, economics scholars interested in the problem of motivation, and there as quickly and effectively improve it. Questions of motivation involved both foreign and domestic authors, including: Maslow, Mr. Armstrong, A. Mitrofanova S. Duda, V. Litinsca.

Looking for a great and big aspect of the scientists can say that still the topic of management motivation arouses great interest.

The main purpose of this article is to study the impact of motivational aspects of personnel, also at improving productivity, motivation analysis of existing methods and uses of these techniques during the mechanism of motivation in the company.

Focusing on market economy, the formation of new management methods, before the question now take account of the requirements and laws of the market, new type of economic behavior for staff on to increase efficiency. This increases the contribution of each employee to the final result of the company.

Motivation – a combination of internal and external driving forces that encourage employees to action and lead to achieve their own goals and objectives [5]. The system of motivating employees should be simple and

understandable for workers to be flexible, to give the opportunity immediately encourage positive result.

In motivation worker determines the extent of action depending on their needs, motives and internal environmental conditions.

Work motivation – a desire to obtain material and other benefits due to labor activities. Thereby meet their needs [1, c. 153- 157].

The structure motif work includes [2, c. 188-193]:

- The need, which wants to satisfy employee;
- The good, able to meet the demand;
- Labor action, which is necessary to obtain benefits.

There are different types of motivation. What are aimed at employee [3, c.98- 103] :

1. «Instrumentalno» motivated worker – a man who seeks so– called «naked» earnings, necessarily, immediately and in cash. He was not interested in different forms of promotion. This person is indifferent to the employer and ownership. Professionally motivated employee believes that an important condition is the realization of their knowledge, skills and abilities. In this employee developed professional dignity, it excites the content and nature of his work;

2. «The Patriot» – is characterized by the fact that his main motivation to work is high ideological and human values, and building a society and achieve social equality, harmony and so on;

3. «Host» motivation based on the increase of their property, wealth, material wealth. For this employee, no matter external motivation, it is enough idea of permanent enrichment. The needs of these workers are practically unlimited.

Find effective ways of labor management ensure the promotion of the human factor – one of the main problems for enterprises of different ownership. Determining factor performance of people is motivation. Each of the control problems are any field can not be realized without interest in its workers decided – the experience of advanced countries.

Work motivation is one of the main objectives of the company. A well-planned system of motivation can increase the efficiency of the staff, improve the production process, increase sales, without a large financial costs of the company. The efficiency of labor will increase several times only when the employee will perform their official duties with full dedication, and thus together with the employee will be improved the company where he works.

Managers always need to remember that as important and big plans are not built without the motivation of individuals, these plans are not met in the proceedings and «life» . Therefore, the development of personnel management system important attention should be paid system of motivation and interest of workers in implementing these plans. Motivation effective labor is one of the key places in the management. It complements the administration, which is to design and performance targets, guidelines, instructions and orders, and represents an indirect control. Taking into account the interests of workers using the forms and methods of software can determine the level of interest on work in achieving results.

The main point of motivation is to provide positive attitude of employees to their regular duties and the «rules», which requires the same certainty to encourage employee. This is not only understanding, but also acceptance of the legal conditions of work and life in the organization.

In promoting and encouraging staff to take into account factors which motivation. Among the possible factors demotivation in the literature are called [6, c. 582]:

- Violation of the secret contract;
- Non-use of any employee skills, which he appreciates;
- Ignoring the ideas and initiatives;
- The lack of a sense of belonging to the company;
- Lack of sense of achievement, not seen results, not personal and professional growth;
- Lack of recognition of the achievements and results from management and colleagues;
- No change in the status of the employee.

Knowing the possible causes demotivation may construct the work with the staff so as to use the method of motivation that best fits for this group of employees.

Motivation employment of workers can not be effective without the satisfaction of material needs, focus on material interests.

Under the material motivation should understand the desire of wealth, a certain level of wealth, material standard of living. The desire of man to improve their welfare necessitates an increase in labor input, and hence efficiency. The leading role in the financial motivation of staff work belongs wages as the main form of income employees. It should be emphasized that modern personnel except wages are important other factors, including the content of work, the conditions under which they may fully display their skills, abilities and skills, clear career orientation.

There are also intangible means of motivation, such as:

- Those that do not require investment by the company, such as «honor board» congratulations on his birthday;
- Those that require investments and distributed unaddressed - catering by the company, ensuring employees;
- Those that require investment companies and distributed targeted such as interest-free loans to improve living conditions, the purchase of durable goods, payment holidays.

Implementation of the above methods work motivation enhancement provides[4, c. 376-380] :

1. The compliance officer of material compensation that promotes high performance and efficiency of the enterprise as a whole;
2. Widely recognized achievements of those whose work results exceed the average, typical for this category of workers;
3. Employee benefits The share of profits derived from increased productivity of their work;
4. The participation of workers in developing indicators which are assessed performance of the enterprise;
5. Avoiding situations where workers' interests conflict with those of the company;

6. Clarification and clear definition of the duties of employees; the absence of any social benefits for management that deepen differentiation between it and ordinary workers.

The main motivational resource in Ukraine was and remains wages. In countries where social security is more stable economic and political situation, where the laws are working, the system of motivation, of course, has other tools. In Ukraine, the same money is such a guarantor of stability.

One of the most important motivational mechanism is dialogue between management and staff. That is, the office head of the company should always be open to the ideas of employees. The effectiveness of personnel work increases when workers are respected leader as a skilled manager and not feel fear before him. Thus, we note that positive examples influence the motivation to increase productivity a lot. The mechanism should provide motivation, on the one hand, the possibility of pleasure at the expense of equitable remuneration various human needs in the workplace and on the other getting the expected results of work, successfully achieving the goals of the company. It consists of an ordered set of actions on formation, updating and meet the needs depending on the results of work and achievement of goals. Due to the fact that each employee has different personal qualities for the development, maintenance and expression of their abilities, it should be encouraged, taking into account the individual needs of each. Under such conditions, the potential that is needed for production will be used most effectively.

Additional pay usually depends on the outcome of labor. It includes: commission payments, premiums for the plan, etc. – all that is part of variable remuneration, linking remuneration level of overall efficiency of the company, the unit of the employee.

The main components of the motivational mechanism in menedzhenti organizations are: improvement of wages, providing opportunities for employees to participate in the profits of the organization; improvement of organization of work, including setting goals, expansion work

functions, enrichment work, production rotation, the use of flexible hours, better working conditions. Therefore, to maximize results from the reapplication of motivation and increased productivity should use them together. This will close relationship between them, so that the use of a single set of methods eliminate the possibility of stimulating the creativity of staff to achieve the objectives of the company. To form a proper attitude towards work necessary to create such conditions that the employee perceives his work as a conscious activity that is a source of self, the basis of professional and career growth. Motivation system should develop a sense of belonging to a particular organization. Attitudes to work and conscious behavior defined value system employee, working conditions and all applicable incentives.

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