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## **DIRECTIONS FOR OPTIMIZING ENTERPRISE MANAGEMENT BY PERSONNEL MOTIVATING**

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## **НАПРЯМИ ОПТИМІЗАЦІЇ УПРАВЛІННЯ ПІДПРИЄМСТВОМ ШЛЯХОМ МОТИВАЦІЇ ПЕРСОНАЛУ**

*This article explores the critical significance of motivation systems in enhancing the management of enterprises. Motivation, as a driving force influencing individual behavior and performance within organizations, holds substantial importance for achieving sustained success. The vital problems addressed include talent retention challenges in a competitive job market, the connection between employee motivation and organizational performance. In addition, the article examines the need for motivation strategies that can accommodate the varied potentials of a modern and diverse workforce. By thoroughly examining these issues, organizations can gain insights into designing and implementing effective motivation systems, thereby fostering a work environment conducive to both individual and organizational achievement.*

*Moreover, the ever-evolving nature of the business environment presents new challenges that necessitate flexibility and resilience from both employees and management. This gave the room of the exploration of how motivation systems can be lively and responsive to changes, enabling enterprises to direct uncertainties and take advantage on emerging opportunities. The task lies in identifying motivation strategies that are not only effective in the short term but also sustainable in the face of evolving market trends, technological advancements, and global economic shifts. Therefore, the next component outlined by the authors in the article is the study of the relevance of motivation systems. The relevance of motivation systems in benefiting the management of an enterprise is a multifaceted issue that necessitates careful examination. Addressing the challenges associated with talent retention, by researching into these challenges, enterprises can gain valuable enlightenment into the plan and implementation of effective motivation systems, ultimately contributing to the achievement and sustainability of the organization.*

*So, in the course of research, the authors found out that the development of motivation systems allows the management to create a favorable atmosphere in the workplace, increase the level of employee satisfaction, which, in turn, helps the enterprise to achieve strategic organizational goals. And motivated employees, in*

turn, are characterized by loyalty, high morale, which increases their commitment to the organization's values and goals.

*У цій статті досліджується критичне значення систем мотивації для покращення управління підприємствами. Мотивація, як рушійна сила, що впливає на індивідуальну поведінку та результати діяльності організації, має велике значення для досягнення стійкого успіху. Серед життєво важливих проблем, які розглядаються, - проблеми утримання талантів на конкурентному ринку праці, зв'язок між мотивацією працівників та ефективністю організації. Крім того, у статті розглядається потреба в мотиваційних стратегіях, здатних врахувати різноманітні потенціали сучасної та різноманітної робочої сили. Ретельно вивчивши ці питання, організації можуть отримати уявлення про розробку та впровадження ефективних систем мотивації, тим самим сприяючи створенню робочого середовища, сприятливого для індивідуальних та організаційних досягнень.*

*Більше того, бізнес-середовище, що постійно змінюється, ставить нові виклики, які вимагають гнучкості та стійкості як від працівників, так і від керівництва. Це дає простір для дослідження того, як системи мотивації можуть бути живими та реагувати на зміни, дозволяючи підприємствам спрямовувати невизначеності та використовувати нові можливості. Завдання полягає у визначенні стратегій мотивації, які будуть не лише ефективними в короткостроковій перспективі, але й стійкими в умовах мінливих ринкових тенденцій, технологічного прогресу та глобальних економічних зрушень. Тому наступною складовою, що окреслюється авторами у статті, є дослідження релевантності систем мотивації. Релевантність систем мотивації в управлінні підприємством є багатограним питанням, яке потребує ретельного вивчення. Досліджуючи проблеми, пов'язані з утриманням талантів, підприємства можуть отримати цінну інформацію для планування та впровадження ефективних систем мотивації, що в кінцевому підсумку сприятиме досягненню та*

*стійкості організації. Отже, в ході досліджень авторами з'ясовано, що розробка систем мотивації дозволяє керівництву формувати сприятливу атмосферу на робочому місці, підвищувати рівень задоволеності працівників, що, у свою чергу, допомагає підприємству досягати стратегічних організаційних цілей. А мотивовані працівники, в свою чергу, характеризуються лояльністю, високим моральним духом, що підвищує їхню відданість цінностям та цілям організації.*

**Keywords:** managerial ability, enterprise, management, corporate social responsibility, motivating staff, personnel management, personnel development, HR-management, motivation, success.

**Ключові слова:** управлінські здібності, підприємство, менеджмент, корпоративна соціальна відповідальність, мотивація персоналу, управління персоналом, розвиток персоналу, HR-менеджмент, мотивація, успішність.

**Statement of the problem:** In the complex terrain of modern business, the effective management of enterprises is a multifaceted challenge that requires a comprehensive understanding of various organizational elements. One vital characteristic that significantly impacts the success of an enterprise is the motivation system in place. Motivation, defined as either internal and external factors that drive individuals or organization to achieve their organizational goals, and this plays a significant role in shaping the behavior, performance, and satisfaction of employees within an enterprise. Notwithstanding its recognized importance, the relevance of motivation systems and their impact on enterprise management remains a question that warrants careful examination.

One of the main challenges confronted by enterprises today is the retention and employment of talented individuals. In a period of time where competition for skilled professionals is intense, organizations need to create an environment that not only appeals top talent but also nurtures their commitment and productivity. The question arises: How can motivation systems be strategically planned to

address the unique needs and expectations of employees, thereby contributing to effective enterprise management.

***Analysis of recent studies and publications.*** One of the foremost challenges faced by enterprises is the attraction and retention of skilled and motivated employees. Meyer and Allen's (1991) seminal work on the three-component model of organizational commitment emphasizes the importance of affective commitment is closely linked to a person's sense of emotional connection and affiliation with the organization. Motivation systems that foster a sense of belonging, purpose, and professional growth have been identified as crucial factors in reducing turnover intentions (Eisenberger et al., 2001; Maertz et al., 2007). Organizations that invest in inclusive motivation strategies are better positioned to retain top talent, ensuring stability and continuity in their workforce. Research by Cox and Blake (1991) introduced the concept of diversity management, emphasizing the importance of creating an inclusive work environment. Motivation systems that recognize and accommodate diverse needs contribute to employee satisfaction and engagement (Cox, 1994; Shore et al., 2009).

***Identification of unexplored parts of the overall problem.*** Tailoring motivation strategies to address the distinct requirements of a diverse workforce develops a culture of equity and inclusivity, positively impacting organizational performance.

***The purpose of the article.*** The objective of this article is to examine real-world case studies, assess different motivational theories and models, and offer insights into the strategic role that motivation systems play in promoting a healthy corporate culture.

***Summary of the main material.*** Motivation is essentially the process of stimulating people to act. It is the process of stimulating the employees in an organization to carry out specified tasks in order to fulfil the organizational goals. At the center of this idea, three major sub-concepts. These include the Motive, the Motivation, and the Motivator. The motive explains the inner state of mind that

introduce and regulate attitude towards organizational goals. They correspond directly to the necessities of people [1].

The motivation this is the process of stimulating actions or activities by comprehending the needs of employees and by optimizing their motives.

The motivator is the person with the ability to stimulate and maximize the chance to motivate by using monetary or non-monetary concept of motivation such as pay bonuses, promotion, paid holidays etc. Motivation performs a very crucial role in an organization, profit, or non-profit. The organizational process of direction is determined mainly by the method of motivation as it forms within the employee's mind to desire to function in the path determined by the organizational manager. To understand the relevance of motivation system in an enterprise, it is imperative review the history of the Maslow's Hierarchy of Needs theory [2]. Human behavior is goal-oriented, and this behavior is driven by motivation. A person who is motivated is better able to recognize and consciously address their requirements. The need hierarchy model is the most effective method for comprehending the influences of the elements influencing human motivation. Based on the notion that there is a hierarchy of five needs in human existence, Abraham Maslow developed the hierarchy of needs hypothesis in 1943. Individual differences may exist in the significance and urgency [3].

According to the idea, wants are categorized into five groups so that people may comprehend their significance and applicability.

- Physiological Needs: Physiological needs are those that are necessary for human existence and upkeep. These are seen as necessities or comforts, such clothing, food, shelter, water, and air.
- Safety Needs: A person's safety needs are those requirements that make them feel safe and secure. These demands might include protection of life and family as well as emotional and physical safety as well as environmental safety.
- Social Needs: Humans are regarded to as social creatures because of their need for love and affection. Family and friends' support is always necessary.

- Esteem Needs: Esteem needs are determined by two things. Both internal and external esteem requirements are possible. Confidence, independence, self-respect, etc. are necessary for internal esteem. Attention, approval, authority, etc. are necessary for external regard.

- Needs for Self-Actualization: These needs include an impulse to live up to your own expectations of yourself. This desire is mostly focused on an individual's development and achievement. These are the kind of wants that will never go away. There will never be a sense of these kinds of requirements being fully met because an individual's confidence in oneself grows with increasing knowledge.

According to this concept, Maslow contends that although human wants are basic sources of drive, they are still unfulfilled. He has separated the aforementioned requirements into two groups. The two types of requirements are lower-order and higher-order. Since they may be met outside, physiological and safety demands are lower-order wants. Since the other three wants—social, esteem, and self-actualization—can only be met on an internal level, they are categorized as higher-order needs. In order to foster motivation, it is critical for employers and organizations to attend to the lower-order demands of their workforce [4].

In view of the above, there are as it were the following are some ramifications of Maslow's Hierarchy of demands Theory for employers:

- Employees should be given periodic meal breaks and be compensated enough to fulfill their physiological demands.
- The feeling of safety, security, and protection is something that an employer must provide for their employees. Offering insurance coverage, retirement benefits, and work stability are a few examples.
- It is important for a company to guarantee that its employees receive promotions that encourage teamwork and to plan social gatherings that allow employee members to get to know one another better.
- Employers must make sure that employees are valued for their contributions and that commendable work is acknowledged. A ceremony to

present awards may be conducted to honour and recognize the employees' contributions. Opportunities for advancement or progress must to be considered as well.

An employer must make sure employees have the chance to advance in the company by taking on greater responsibility and developing their skills [5].

Furthermore, just like every theory has an arguable limitations and debatable positions, here are a few limitations of hierarchy of needs theory:

- The theory is predicated on the idea that every person has the same wants, and that every person has the same motivational elements. Every person is motivated by their greatest unmet need, which may or may not be unique to them.
- The theory does not apply to all professions or professionals; it is not experimentally validated, and

We cannot apply the same theory to every employee in an organization. In the event that an artist's physiological requirements are not satisfied, the artist would still strive for recognition.

Motivation is crucial for a company since it offers the following advantages:

- Realizes the potential of human resources.

For every organization to achieve its objectives, it needs people, financial, and physical resources. It is through motivation that the full potential of human resources may be realized. Employee capability and desire to work can be increased to achieve this. This will assist the business in obtaining the most efficient use of its resources [6].

- Increases the degree of worker efficiency.

A subordinate's or employee's status is determined by more than just his credentials and skills. In order to optimize one's job performance, it is necessary to close the willingness and ability gap, which also raises the performance level of subordinates. This will improve overall efficiency, lower operating costs, and increase output.

- Encourages the accomplishment of organizational objectives.

When there is a cooperative work environment, people perform with purpose and are goal-directed, the firm may achieve its aims. If coordination and cooperation occur at the same time, goals may be accomplished. Coordination and cooperation can be successfully accomplished through motivation.

- Establishing a cordial working rapport.

Employee happiness is largely influenced by motivation. This may be achieved by considering and creating an incentive program that benefits the staff [7]. This might set off the subsequent events: Employee advancement possibilities, monetary and non-monetary incentives, and disincentives for ineffective workers [8].

A manager should take the aforementioned actions to create a welcoming and amicable environment in a concern. This might be beneficial for:

- Cooperation that is effective and promotes stability.
- Employee dissatisfaction and industrial disputes will decline.
- Employees will be able to adjust to changes without opposition.
- This would facilitate the provision of a seamless and sound concern whereby personal interests align with those of the company.
- As a consequence, profit will be maximized through higher production.

- Productivity of labour force.

From the perspective of a company's goodwill and reputation, personnel stability is crucial [9]. Only when workers feel that they are part of the management team will they be able to stay faithful to the company. Employees and employers alike will always benefit from each other's abilities and productivity. This will result in a positive public perception in the marketplace, drawing in qualified and capable individuals [10]. According to the proverb "Old is gold," which is sufficient for motivation in this case, the older a person is, the more experience they have, and the more they have adjusted to a problem that may help the business [11].

**Conclusions and suggestions.** In developing in motivation systems, management can build a friendly work environment, enhance employee satisfaction, and in the end, this will propel the enterprise towards achieving its strategic organization goals. As industries evolve, understanding and leveraging the influence of motivation systems will remain a key factor of effective and sustainable management practices [12]. A well-motivated workforce is loyal and has developed levels of morale, becoming more committed to the values of the organization and its goals.

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