

TECHNOLOGY OF DETERMINING MOTIVATION RESERVES FOR MANAGERIAL STAFF

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Abstract. In the current crisis, the development and implementation of a mechanism for motivating management staff at the company faces a number of complications, the main of which is the lack of financial resources. The purpose of the article is to develop a technology for determining the reserves of motivational influence on the managerial staff of the enterprise. To achieve this goal, the following research methods have been used: generalization, comparison, analysis and synthesis, expert evaluation method, questionnaire method, factor analysis, ranking and graphical method. Therefore, to reduce costs and ensure effective motivation of management staff, in the article has been proposed to identify reserves of motivational influence using the developed technology, which includes techniques of factor analysis (determining latent factors influencing work behavior), assessing job satisfaction (determining positions behind the standard) and ranking (arranging reserves according to impact). The list of motivational factors includes 16 indicators: organizational structuring of work; advanced training, acquisition of new knowledge and skills; working conditions; material incentives (salaries and bonuses); power and influence; the nature of relations with colleagues; opportunity to succeed at work; career opportunities; opportunity to be informed about the company's affairs, to take part in resolving cases; recognition and approval of work results; high level of responsibility; opportunity for creative and personal growth; confidence in the future, guarantee of employment, stability; the nature of the relationship with management; level of control over work; transparent evaluation of work. The application of the proposed technology at PJSC "Kharkivenergozbut" confirmed the possibility and necessity of its use to determine the reserves of motivational influence, and thus reduce the cost of motivation, the formation of an effective mechanism for motivating management staff.

Key words: study of motivation, job satisfaction, motivation factors, expert survey.

Introduction. Numerous studies [1, 2, 3] show that Ukrainian enterprises in the energy industry need a significant reform of the personnel motivation mechanism. The relevance and urgency of this problem is confirmed by the low level of achievement of economic and social goals of both enterprises and employees. The mechanism of motivation is a complex system, the intervention of which must be justified, the effectiveness of the methods has been proven by applied research. It is especially important to properly motivate management personnel - managers, employees of the management apparatus, specialists of structural divisions that ensure the smooth functioning and development of enterprises and organizations. A significant obstacle in solving the problem of motivation is also the fact that most Ukrainian enterprises today have financial problems and are not ready to spend money on motivation. This situation is a vicious circle, because without managers and specialists who will be interested in the effective functioning of the company where they work, the company is doomed. Therefore, it is necessary to look for the most important motivating factors and apply them in the practice of personnel management.

Literature Review. Recent studies and publications suggest that the problem of motivation is still relevant today. Many studies raise the question of defining the essence and improving motivation in various organizations and enterprises. Among them are publications of

Breaugh J., Ritz A., Alfes K., which study the peculiarities of civil service motivation (2018); Sarandi A., Kibalnyk L., Zachosova N., who study the theoretical aspects management of personnel motivation, and the place of motivation in the system of personnel policy and personnel security (2020); Smirnova Z., Vaganova O., Sirotyk S. Detal, who propose measures to improve the motivation of service enterprises (2019); Sycheva I., Voronkova O., Kovaleva I., which analyze the theoretical foundations of staff motivation of commercial enterprises (2019).

Researchers also pay considerable attention to motivating factors. For example, Garmider L.D. and Potter L.A. provide a list of motivational factors for the effectiveness of the company's personnel and analyze them (2019). Richie S. and Martin P. suggest managing motivation by using 12 motivation factors (2004). Taylor J.; Brewer G; Ripoll G. analyzing the motivation of the civil service, where distinguish four factors of motivation: public-service orientation, legitimacy, merit, and support (2022).

Some authors offer practical recommendations for creating a system of motivation and reward system for staff. Among them Luhova V., Chumak A., Sotnikova Yu. (2022), Predeus N., Baryshnikova N., Altukhov A. (2018), Silverstein B. (2014).

The conducted analysis allows us to state that there are insufficiently studied and unresolved issues of employee motivation that require further scientific research. Thus, more attention should be paid to the motivation of management personnel, whose role in modern conditions has grown significantly. There are practical problems regarding the determination of the most significant factors of motivation, because in order to ensure that the funds for motivation are not spent in vain, it is necessary to implement only the methods and tools that will be oriented towards meeting the most urgent needs of management personnel. That is, it is necessary to determine the reserves of motivational influence on this category of employees.

Purpose. The purpose of the study is to develop a technology for determining the reserves of motivational influence on the managerial staff of the enterprise.

Methods. Since motivation is a complex system, which is described mainly by qualitative characteristics, the information needed to determine the reserves is proposed to obtain using the method of expert assessments. This method is a way obtaining the necessary research information from experts, i.e. people who are specialists (professionals) in the field of knowledge, and further processing of this data. According to numerous studies on the application of the method of expert assessments in management [Bazalijska, 2017; Blumberg, 1982; Terentev and others, 2020; Radzihovska, 2013), experts largely make up for the lack of quantitative information about the elements of the system. And, in addition, their use allows:

- to analyze complex systems, which are characterized mainly by qualitative, informal processes, situations, phenomena;

- to carry out a priori definition and ranking in relation to the set criterion of the most significant factors that describe the behavior of the system;

- establish the optimal composition of information required for effective management of facilities, including decision-making;

- identify additional subjective information in case of impossibility or difficulty in obtaining objective information;

- increase the effectiveness of mathematical methods by increasing the accuracy of the definition and assessment of qualitative ones that are inherent in these methods;

- increase the reliability of target functions, which are quantitative or qualitative in nature, by averaging the opinions of highly qualified specialists;

- a priori set the initial conditions and promptly adjust them in management systems.

In the process of organizing the survey, care should be taken to form a representative sample of experts. Their number can be determined by formal or informal methods. Determining the required number of experts by a formal method involves the use of special formulas. In addition to this method, the number of experts is proposed to be chosen arbitrarily from 10 to 20 people, although in some cases a certain increase or decrease is allowed (Grabovetskiy, 2010).

In this study, we propose to use a formal method, to determine the number of experts according to Bernoulli's formula (Telnov, 2005). Based on this calculation, a sufficient number of experts has been determined - 10 people.

Since there are methods that allow to determine the size of the expert group, researchers emphasize that all efforts should be spent not on increasing the number of experts, but on staffing the expert group with the most qualified experts, ie if necessary to choose the most effective management decision, when have already exist developed solutions, experts should be specialists who have special knowledge and experience working with the objects being evaluated.

Motivation as an object of research has a number of features, among which the most significant is that it is a component of the employee's personality, and therefore management personnel themselves should act as experts.

The form of obtaining information from experts is a survey. The survey method involves obtaining information in a situation of social and psychological communication. In order to avoid conformism and reduce the cost of resources (time, human, financial), a written survey (questionnaire) was conducted. The authors developed a questionnaire containing a list of questions, ordered by content and form, that relate to the importance for the staff of various factors of motivation and level their satisfaction at the enterprise. It was distributed among managers, employees of the management apparatus and specialists of the divisions of PrJSC "Kharkivenergozbut".

The results of the questionnaire were processed by the method of factor analysis using the statistical information processing package "STATISTICA", version 10.0.

It is proposed to determine the possibilities of motivational influence (reserves) in the sequence shown in fig. 1.

The sequential implementation of technology stages (Fig. 1), each of which contains a number of procedures, ensures the achievement of the goal - determination of reserves of motivational influence in the most rational way.

Approbation of the proposed technology was carried out on the example of PrJSC "Kharkivenergozbut".

The evaluation of the motivational situation at the researched enterprise is carried out by the method of factor analysis, which evaluates the loading of factors on each characteristic of motivation (4 female, 6 male). The survey was conducted in December 2021.

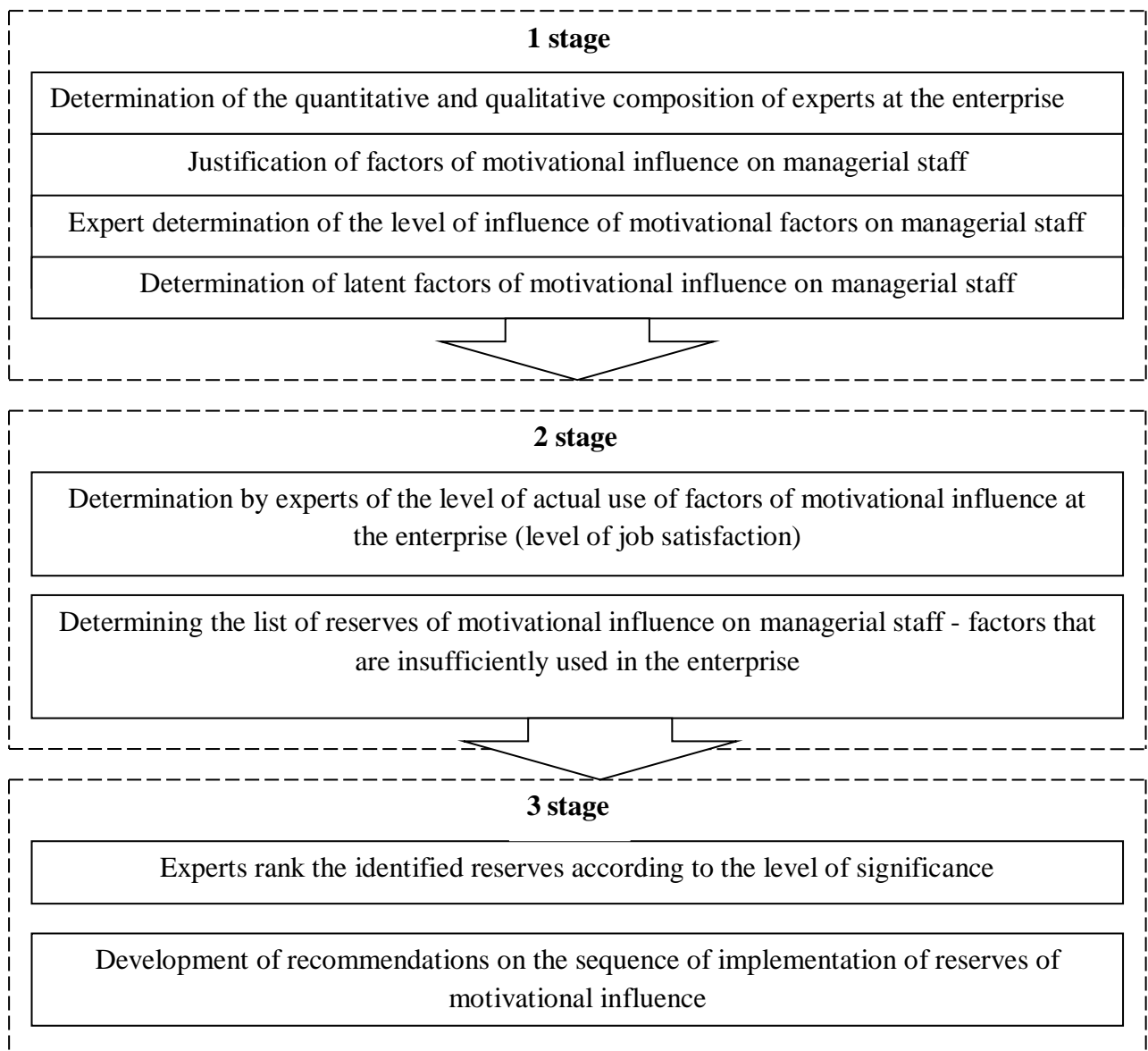


Fig. 1. Technology for determining the reserves of motivation of managerial staff

Results.

The analysis of works devoted to the study of motivation shows that among researchers there is no unified approach to understanding the factors of motivational influence (Garmider, 2019; Richi, 2011; Luhova, Chumak, Sotnikova, 2022). We consider the classification of motivation factors by S. Ritchie and P. Martin to be the most successful and the one that corresponds to modern realities (2004). However, we believe that for employees of Ukrainian enterprises, especially those who hold management positions, these factors alone are not enough, therefore we offer a more extensive list of 16 indicators: F1 – organizational structuring of work; F2 – professional development, acquisition of new knowledge and skills; F3 – working conditions; F4 – material incentive (salary and bonuses); F5 – power and influence; F6 – nature of relations with colleagues; F7 – the possibility of success at work; F8 – the possibility of career growth; F9 – the opportunity to be informed about the company's affairs, to take part in the resolution of cases; F10 - recognition and approval of work results; F11 – high level of responsibility; F12 – the possibility of creative and personal growth; F13 – confidence in the future, guarantee of employment, stability; F14 – the

nature of the relationship with management; F15 – work control level; F16 – transparent assessment of work (Fig. 2).

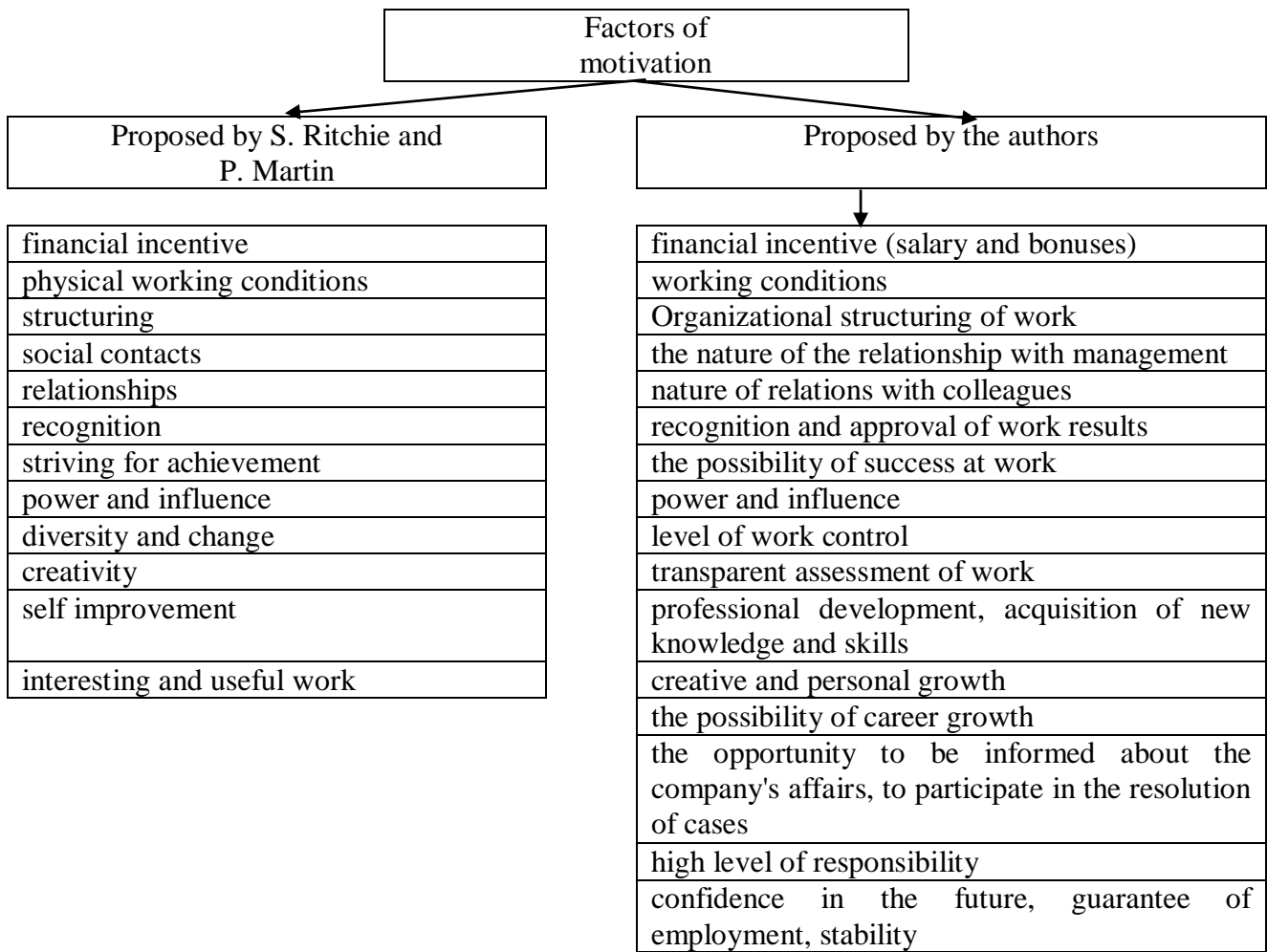


Fig. 2. Comparison of the motivation factors of Sh. Ritchie and P. Martin and the author's list

Motivational factors that have emerged in the company have a special set of characteristics for managers of senior and middle management and specialists of structural units of the enterprise.

According to the results of the survey of managers, 3 factors of motivational influence were identified with a variance of 38.6; 26.2; 12.4 (Table 1).

Table 1

Load characteristics of indicators according to the survey results
of managers of PJSC "Kharkivenergozbut"

Factors	Dispersion, %	Indicator code	Load
Factor 1	38,6	F4	0,790144
		F10	0,791152
		F11	0,825852
		F12	0,943176
		F15	0,825852
		F16	0,791152
Factor 2	26,2	F5	0,930064
		F6	0,830531
		F14	0,930064
Factor 3	12,4	F1	0,781703
		F2	0,933438

The most significant is the first factor, which describes 38.6% of the variance. It included the following characteristics: financial incentives (salary and bonuses), recognition and approval of work results, high level of responsibility, creative and personal growth, level of control over work, transparent evaluation of work. This allows us to interpret it as a component of achievement in work.

The second factor, the level of variance of which is 26.2%, includes indicators: leadership style, the nature of relations with colleagues, the nature of relations with management. The structure of this factor allows us to define it as a social interaction.

The third factor covers indicators of organizational structuring, training, acquisition of new knowledge and skills. This allows us to interpret it as an intellectual component of motivational influence.

As a result of data processing according to the results of the survey of specialists, three factors with a variance of 30.7 were identified; 26.6; 15.6 (Table 2).

Table 2

Load characteristics of indicators according to the survey results of specialists
of PJSC "Kharkivenergozbut"

Factors	Dispersion, %	Indicator code	Load
Factor 1	30,7	X4	0,712196
		X5	0,942650
		X6	0,900705
		X14	0,942650
Factor 2	26,6	X10	0,934909
		X11	0,952253
		X15	0,952253
		X16	0,934909
Factor 3	15,6	X1	-0,701765
		X12	0,959017

The first factor is the most influential (explains 30.7% of the total variance) and includes the following indicators: salary, leadership style, the nature of relations with colleagues, the nature of

relations with management. As we can see, the basis of this factor is social indicators, so it can be interpreted as a component of social functioning and consumption.

The second factor reflects the desire of managers to justice and includes indicators: recognition and approval of performance, high level of responsibility, level of control over work, transparent evaluation of work.

The third factor includes such indicators as organizational structuring of work and the possibility of creative and personal growth, which allows us to interpret it as a component of growth. It should be noted that these characteristics have the opposite effect and cannot be realized at the same time, especially in the case of creativity, which is difficult to tie to a certain schedule and order.

In order for managers to fully realize their creativity, ability to generate new ideas, find new solutions, it is necessary to introduce a more flexible work schedule for such employees, provide freedom of action and the opportunity to gain new knowledge, skills and personal qualities.

The use of all significant motivating factors of managerial staff is an ideal way to influence the work behavior of this category of staff, but in modern conditions, most machine-building enterprises have financial difficulties and are unable to implement it. On the other hand, ensuring effective motivation of managerial staff is an urgent need, because only the quality of management functions can bring the company to a new round of development.

To resolve this contradiction, it is proposed to determine the level of satisfaction with the use of motivational factors at each enterprise. This will reduce the company's cost of motivation by implementing only those factors that are underused in the company.

To determine the level of use of motivational factors, we propose to apply the assessment of the level of job satisfaction on the basis of indicators identified at the first stage. Breugh J., Ritz A., Alfes K. (2018), Gura N., Veldbrekht O. (2021) write about the importance of job satisfaction in the context of motivation. The degree of job satisfaction is a subjective assessment of employees' implementation of their requirements for the content, nature, working conditions at the enterprise. To determine the level of job satisfaction in our study, a rating scale from 1 (insufficient provision) to 5 (good provision) was adopted: absolutely satisfied - 5 points; satisfied - 4 points; not quite satisfied - 3 points; not satisfied 2 points; absolutely dissatisfied - 1 point. Positions that lag behind the standard (5 points) indicate the presence of reserves of motivational influence on employees. There are basic reserves (satisfaction level from 1 to 3.4 points) and additional reserves (satisfaction level from 3.5 to 4.4 points).

The second stage of the study yielded the following results:

at the enterprise of PJSC "Kharkivenergozbut" most of the motivational factors identified at the first stage of the study are used and allow to meet the relevant needs of managers;

there are no motivational factors, the use of which allows to fully meet the relevant needs of managerial staff, both for managers and specialists, ie they can be defined as additional reserves of motivational influence.

For managers, the main reserves are training, acquisition of new knowledge and skills, salaries, recognition and approval of work results, transparent evaluation of work. Additional reserves are the possibility of creative and personal growth, organizational structuring of work.

For specialists, the main reserves are salary, recognition and approval of work results, high level of responsibility, creative and personal growth, level of control over work, transparent evaluation of work. Additional - organizational structuring of work; management style; nature of relations with colleagues; nature of relations with management.

In order to determine the level of significance of the discovered reserves, it is necessary to rank them. Let's consider the procedures of the third stage of the proposed technology.

To determine the degree of importance of reserves, a survey of experts was organized in the form given in the work of V. Blumberg and V. Glushchenko (1982).

The ranking method involves determining the agreement of experts' opinions. For this, it is necessary to calculate the concordance coefficient (W). It is calculated according to the formula proposed by Kendall (Radzihovska, 2015).

$$W = \frac{12\varepsilon}{N^2(n^3-n)}, \quad (1);$$

where:

ε – is the sum of squares of deviations of the sum of ranks from the average sum of ranks;

N – number of experts;

n – is the number of evaluated qualities.

For managers, the concordance coefficients were:

according to the the main reserves of motivational influence $W = \frac{12 * 302}{10^2(4^3 - 4)} = 0,60$

according to the additional one $W = \frac{12 * 50}{10^2(2^3 - 2)} = 1$

For specialists:

according to the the main reserves of motivational influence $W = \frac{12 * 1287}{10^2(6^3 - 6)} = 0,74$

according to the additional one $W = \frac{12 * 306}{10^2(4^3 - 4)} = 0,61$

The obtained concordance coefficients indicate the existence of consistency of experts' opinions in both cases: both regarding the main reserves of motivational influence and additional ones.

To assess the significance of the concordance coefficients, criterion χ^2 has been calculated (Blumberg, 1982):

$$\chi^2 = N(n - 1)W, \quad (2);$$

where:

W – is the concordance coefficient;

N – number of experts;

n – is the number of evaluated qualities.

For managers:

concerning the main reserves of motivational influence $18.12 > 11.14$;

for additional – $10 > 7.38$.

For specialists:

concerning the main reserves of motivational influence $36.77 > 14.45$;

for additional - $18.36 > 11.14$.

The calculated value of χ^2 exceeds the table value, and therefore, the consistency of experts' conclusions is not accidental.

The conducted research allows to determine the sequence of implementation of the reserves of motivational influence on managers and specialists at the enterprise (Fig. 2, Fig.3).

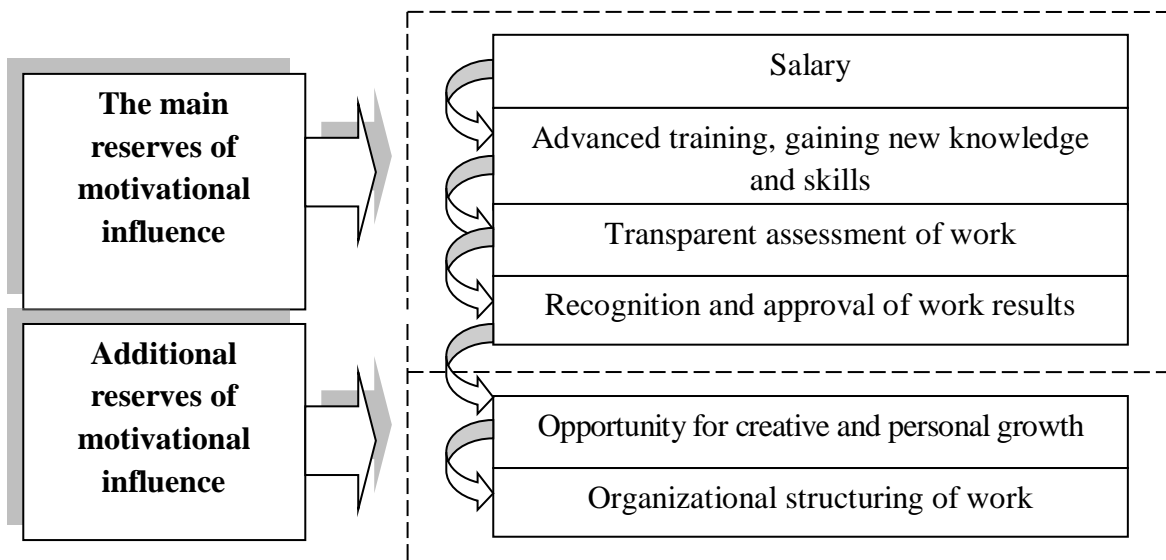


Fig. 2. The sequence of implementation of the reserves of motivational influence on the managers of PJSC "Kharkivenergozbut"

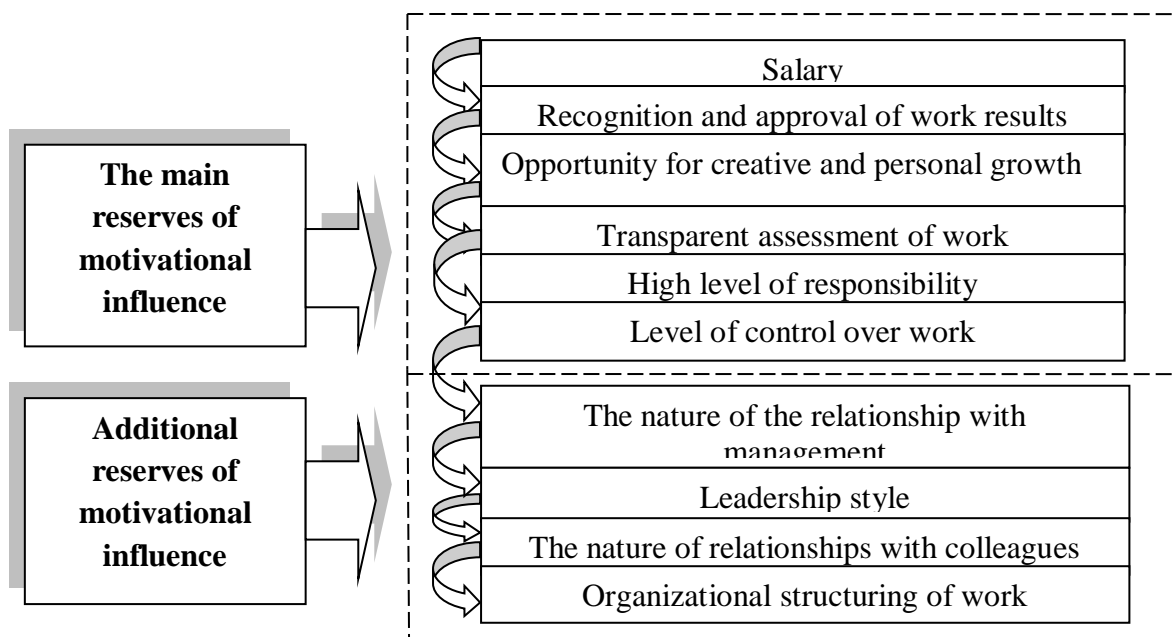


Fig. 3. The sequence of putting into operation the reserves of motivational influence on the specialists of PJSC "Kharkivenergozbut"

The conducted research allows us to conclude that there are significant differences in the context of problems of motivational influence for different categories of employees at PJSC "Kharkivenergozbut". Yes, the difference lies both in the number of main influence reserves and in their composition. The same can be said about additional reserves of influence - their number is much lower among management personnel. All this actualizes the expediency of an individual approach in the process of motivating employees working at enterprises of the energy complex.

Determining the reserves of motivational influence and their consistent implementation in compliance with the basic requirements, which are given in previous studies of the authors (Lugova, 2022), allows to form an effective mechanism for motivating managerial staff.

Discussions & Conclusions.

Thus, the conducted study confirmed the possibility and necessity of using the proposed technology, which includes methods of factor analysis to determine latent factors influencing work behavior, determining the level of job satisfaction to determine positions that lag behind the standard and ranking in order to arrange reserves according to the degree of influence to determine reserves of motivational influence. The proposed technology allows moving from qualitative assessments of employees' satisfaction with the existing motivation system at the researched enterprise to its quantitative measurement.

An important result of the conducted research was the determination of a significant difference in motivational preferences among employees of different categories. So, for example, the most significant reserves of motivational influence for management personnel have become salaries, professional development, transparent evaluation of work, as well as recognition and approval of work results. Additional reserves are the possibility of creative and personal growth, organizational structuring of work. For specialists, a high level of responsibility, level of control over work, and the possibility of creative and personal growth are added to the list of main factors of motivational influence. Additional - organizational structuring of work; management style; nature of relations with colleagues; nature of relations with management. This actualizes the possibility of forming individual motivational packages for employees of each category at enterprises of the energy complex. Further research by the authors will be aimed at developing recommendations for the formation of an effective mechanism for motivating management personnel at enterprises in the energy industry, taking into account the identified reserves.

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