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## PROPOSAL ON MOTIVATION LINK TO ACHIEVE ENTERPRISE OBJECTIVES

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High motivation of staff is an essential condition for the success of the organization. No company can succeed without a high-impact workforce, without a high level of staff commitment, without the interest of the members of the organization in the final results and without their desire to contribute to the achievement of their goals. That is why the interest of managers and researchers involved in management in studying the causes that force people to work with full strength in the interests of the organization is so high [1].

The ability to carry out professional duties alone is not sufficient to achieve the goals of the organization, since no matter how qualified a staff member is, their productivity also depends on the desire to work or motivation to work. Only a combination of strong labor motivation and professional skill ensure the achievement of the result.

Motivation is the internal state of a person associated with needs, which activates, stimulates and directs his actions to the set goal.

Motivation is often identified with stimulation. These concepts are very similar in content, but we should not mix them.

Stimulation involves external (moral, physical, material) influence on people in order to directly influence the results of work, the activation of employees' activities.

In order to effectively perform the function of motivation in practice, the manager must master modern theories of motivation, taking into account human behavior and the mechanisms of motivation to a particular action.

Motivation theories can be divided into two groups [2]:

1) meaningful theories of motivation, based on the identification of the internal motivations of the individual and the needs that make people act this way and not otherwise (these are the theories of A. Maslow, F. Herzberg, D. McClelland, K. Alderfer);

2) procedural theories of motivation are based primarily on how people behave, taking into account education and cognition (this is the theory of expectation by V. Vroom, the theory of justice and the Porter-Lawler model of motivation).

Purpose of personnel motivation activities – to unite the interests of the enterprise and employees. That is, the company needs high-quality work, and staff need decent wages. But this is not the only goal aimed at stimulating workers.

Motivating employees, managers strive to [3]:

- retain a permanent staff;
- Minimize the number of layoffs (eliminate "personnel flow")
- Identify objectives and orient staff to achieve results within the specified time frame;
- Identify and deservedly reward the best employees;
- interest and attract valuable personnel;
- Monitor salary payments.

Based on the analysis of the state of labor motivation in organizations, the following proposals have been developed that will help resolve the problems of personnel management and motivation in the enterprise [4].

1. Formation of corporate spirit and corporate culture through the creation of high goals and principles in the organization, bringing them to the staff and informing employees about the place and role of functions performed in the affairs of the company and public importance.

Within the framework of the event, it is necessary to establish high principles of personnel behavior and management, their wording. Familiarize each employee of the organization with them and constantly mention them at internal meetings.

If the staff is working today, the management is working for tomorrow. Whatever the basic needs of the person, an opportunity to work in the known company which promotes accurate clear known were it is far beyond her limits and the purposes getting public approval, will excite to a degree in the person pride of an opportunity to belong to this corporation, to feel her as a part. Thus, the creation of a "corporate spirit" becomes the most important link in the motivation program of any team. This type of motivation will not cost the company so much, and the return from it will be very significant, since, in addition to meeting the needs of individual workers, collective forms of incentives contribute to team cohesion and the formation of "corporate consciousness", which undoubtedly affects the increase in labor productivity.

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2. Specify the orders to be issued with the definition of the final results of work and indicate the timing, methods and means of achieving stability and confidence of employees.

During the survey, dissatisfied employees personally expressed dissatisfaction on this issue, in connection with which satisfaction fell on other points, and therefore motivation decreased greatly. The head of the company, interested in the clear work of his enterprise, must accurately determine to each subordinate the final goals of his work. At the same time, it is important to describe in detail the mechanism and the stages of their achievement. In this case, it is less necessary to give instructions related to private tasks, the employee is more self-evident. The manager is obliged to ensure the development and application of clear instructions, the use of which allows to act without additional explanations and very proactively. It is necessary to make sure that the subordinate correctly understood the task and accurately represents what they want from it. Each employee must understand in detail the essence of the current and promising tasks facing the company. It is advisable for management to plan for each staff member to achieve specific results within specified time periods.

The advisability of the recommendation is to increase the efficiency of the use of working time, the responsibility for their actions, the clear fulfillment of the set goals, the manifestation of independence and initiative among subordinates.

3. Involvement of employees in decision-making through regular internal meetings, coordination with employees of individual decisions made at the workplace, collective discussions of problems.

The disadvantages of organizing earlier meetings are the random nature, the absence of specific conclusions and conclusions (who, what, when and in what time frame should make and what is the significance of the result of its actions). One of the important conditions of personnel management is the ability to involve subordinates in the development and implementation of the problem, to explain and convince subordinates that the implementation of the intended will depend on the skill, practical experience, that their ideas and proposals are of value to the enterprise. In these cases, subordinates will take the initiative, invest all their knowledge and experience in the work. Constant care for subordinates is a good method for obtaining the best production results.

4. Organize a bonus wage system for employees.

The pay system in the organization cannot adequately affect the level of initiative of employees of the enterprise. It is necessary to create a flexible mechanism for influencing personnel. A fixed salary does not allow the manager to change it at will. Tariff change - rarely occurs. The employee is firmly counting on the salary, and from month to month he will repeat his achievements in order to receive it. Therefore, as a flexible mechanism for influencing an employee, there may be a premium.

The prize will be organized by dividing existing wages into wages, profit participation bonuses, functional bonuses, achievable bonuses and bonuses for special services.

The expediency of this method is as follows:

- Rational use of the wage fund;
- cash savings due to depression;
- responsibility for its actions;
- Strengthening initiative, creative innovation;
- Focus on cost-benefit allocation

5. Moral reinforcement of material incentives by bringing to the employee the reason for the incentive with increased attention to the employee's personal contribution to the organization's activities.

The results of this method will be:

- positive influence on behavior and personal development;
- Recognition of the organization's goals and perspective;
- Development of staff motivation for self-improvement and achievement;
- Meeting the needs for recognition, respect and expression.

The use of this method requires the manager to have an idea of the psychological portrait of the entire team. This will help to correctly assess the general needs that can be effectively met by the organization, as well as the optimal level of influence of motivation methods.

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6. Carrying out measures to improve the level of skills and knowledge of individual employees.

If the management of the company correctly conducts measures to stimulate its employees, then the enterprise can get the following positive result, namely:

- Improved quality and productivity;
- Employees become more responsible in the performance of their duties;
- Employees have a team spirit;
- Production indicators are improving;
- The "flow" of frames is reduced;
- The company begins to develop rapidly, etc.

In spite of the general cohesion, knowledge, skills and skills of some staff members do not reach the level required for their posts, a number of measures need to be taken to improve their skills at the expense of the organization. Employees who are fully aware of the tasks of their sphere of activity and are able to meet the requirements that are assigned to them will be able to bring much greater benefit to the enterprise in the future.

Since motivation also has a psychological basis, it is not always possible to objectively assess the state of motivation of employees, their needs by any external manifestations. Therefore, the manager, choosing methods of influencing subordinates, should be as objective as possible, based not on general impressions, but on specific accurate indicators and data. To manage personnel activation, you must constantly monitor the process of using incentive methods in your enterprise.

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