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## **DEVELOPMENT OF PERSONNEL MOTIVATION SYSTEM AT THE ENTERPRISE**

Before any company appears the problem of increasing the efficiency of activities, increasing the competitiveness of the market. It is proved that today the main driver of the development of enterprises is the personnel, and the effective mechanism of motivation is the main tool for activating the labor activity of human resources. According to the results of the research, a rational system of personnel motivation enables to increase the efficiency of labor activity by 40%.

The basis for motivating the employee's behavior is the needs and values that motivate a person to take certain actions, so the organizational culture can create a motivational field that can unite staff around meaningful goals, to encourage employees to work creatively and effectively for their own good and for the benefit organization. Close relationship in the chain of organizational culture - motivation - the effectiveness of the enterprise.

The leading role in the process of motivation belongs to the needs of a person who in the "enlarged" form can be regarded as a set of three main groups: material, labor and status. Therefore, it is advisable to divide the motivation into material and immaterial. Material motivation is the most obvious way of rewarding employees. It is a system of material incentives for labor, whose purpose is to ensure the balance of wages of workers with the quantity and quality of labor.

In order to increase the productivity of workers in forming the motivational mechanism, the following recommendations should be taken into account:

- it is necessary to form the goal of the employees of the enterprise and establish the relevant indicators;
- it is necessary to choose a system of motivation for labor, to develop methodological and normative support taking into account the specifics of the personnel;
- improve the organizational structure of the management of the team and form units in it that interact with each other;
- classify the work, analyze the number of personnel of the divisions;
- it is necessary to create information and technical support for the system of remuneration;
- it is necessary to study and discuss the system of motivation in the collective one can identify the main types of motives and incentives: tangible and intangible.

Under the material motivation should be understood as the desire for prosperity, a certain level of well-being, material standard of living. The desire of man to improve his well-being leads to the necessity to increase labor input, and, consequently, to increase the quantity, quality and efficiency of labor. Particularly relevant is the problem of material motivation for countries with market economies, which includes Ukraine. This is due, for at least two reasons:

- low income, deformations in their structure and differentiation;
- the need for the formation of new content forms and methods of material incentives.

Equally important is intangible motivation. It is aimed at increasing employee loyalty to the company at the same time as reducing the cost of compensating employees for their labor costs. Under the immaterial author, he understands such incentives for highly productive work that are not issued to employees in the form of cash or cashless money, but may require the company to invest in the quality of the workforce, namely: the possibility of development and training, career planning, health improvement, preferential food etc. The

main effect that is achieved through non-material motivation is to increase the level of loyalty and interest of the employees in the company.

To the moral methods of motivation is recognition of merits (personal and public). The essence of personal recognition is that the employees who are positively distinguished in the cases of the enterprise are mentioned in the reports of the senior management of the company or personally presented to him, receive the right to sign the relevant documents, in the development of which they participated their personal greet the directorate on the occasion of holidays or family dates.

One of the modern non-traditional approaches to building a system of material incentives, which is increasingly spread in foreign practice, is the application of compensation schemes for a long-term employee career. This is due to the employer's attempt to fulfill the following tasks simultaneously: to balance the economic levers of strengthening control over the work of employees; reduce the cost of exercising control functions; contribute to the formation of a stable labor collective; Reduce the cost of training new employees by reducing staff turnover; to increase the motivation potential of wages of employees, forming the personnel "core" of the organization.

In general, it is possible to formulate a number of rules for effective staff motivation: unexpected, unpredictable, irregular bonuses that motivate much more effectively than expected. It is important to note that there is not a long period of time between the work done and the reward.

An important motivational tool is also the creation of corporate traditions, rituals, organization of holidays, recreation, competitions. Such measures can carry not only moral and ethical load, but also serve as a means of translating the company's value to employees, stimulate internal competition of individual employees and units, be a tool for personnel assessment, a way to identify respect, recognition of employee merits.

Consequently, the social and economic basis of behavior and the intensification of efforts of the personnel of the enterprise (organization), aimed

at increasing the effectiveness of its activities, is always the motivation of labor. All organizations and merchants use a variety of methods and methods to encourage employees. However, the primary preference is given to material motivation. It is worth remembering that choosing a system of motivation should necessarily take into account the needs and interests of employees. The process of implementing this system should be aimed at achieving a certain result - satisfied employees who are committed to their work.

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