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## **PROBLEM-ORIENTED APPROACH IN FORMING THE MOTIVATION SYSTEM OF THE ENTERPRISE**

In the context of the formation of new economic mechanisms focused on a market economy, enterprises face the need to work in a new way, taking into account the laws and requirements of the market, mastering a new type of economic behavior, adapting all aspects of production activities to a changing situation. As a result of this process, there is an increase in the degree of involvement of each employee in achieving the final results of the enterprise. The decisive causal factor in the effectiveness of people's activities is their motivation.

In a broad sense, a person's motivation for activity is a complex of factors that stimulate an individual to perform certain actions. These factors can be external and internal, and they can have both conscious and unconscious influence on human behavior. At the same time, the connection between individual forces and human actions is mediated by a very complex system of interaction, as a result of which different people can react completely differently to the same impact from the same forces.

In a practical aspect, motivation is considered from the point of view of the possibilities of managing human behavior. Taking into account the motivational characteristics of behavior is of paramount importance for such issues as improving the efficiency of managers, teams and organizations. The company must develop means of controlling the personality through a system of incentives. The manager needs to own the managerial situation, be able to foresee the consequences of his actions and be responsible for any by-product.

Employee motivation is influenced by the following parameters:

- individual qualities of the employee and his self-motivation efforts;
- the task set by the manager;
- the nature of leadership;
- the workgroup in which the worker is employed.;
- the whole organization with its structures and culture;
- society, which determines the general working atmosphere, values and norms.

Given the above, an attempt can be made to provide a more detailed definition of motivation. Motivation is a complex of factors, including internal and external incentives, that activate human behavior, determine its

scope and forms of activity, and also give it a target orientation in order to achieve certain goals. The influence of motivation on human behavior depends on many factors, largely individually, and can change under the influence of feedback from human activities.

In the process of creating a motivation system, the management of the enterprise is invited to adhere to a problem-oriented approach, which is characterized by the following principles:

a) compliance principles:

– compliance of motivational tasks with the main activities of the company;

– compliance of the functions of the motivation system with the needs of the administrative apparatus;

– compliance of the motivational system with the requirements of the corporate information and analytical system and its technical capabilities;

– adaptation of the motivation system to the changing needs of the company;

b) organizational principles:

– managed development of the system, which necessitates the development of the company's strategic goals, taking into account which the creation and development of the personnel motivation system takes place;

– phased introduction and development of the motivation system as a whole, parallel development of a system of material incentives and non-material motivation based on the analysis and updating of the labor organization system;

c) methodological principles:

– interaction of material incentives and non-material motivation;

– the principle of systemic and situational approaches in the study of motivation;

– the main goal of building the system is to ensure health in the broad sense of the word and well-being in order to carry out the development of the company;

d) technological principles:

– the presence of functional, logical and role-playing links between the components of the structure of the motivational system, as well as between incentive and reward systems.

Thus, in accordance with the above principles of the problem-oriented approach, it is necessary to formulate the basic concept of the personnel motivation system, which should include a domain model, organizational issues, and construction stages.