

## **MOTIVATING EMPLOYEES (МОТИВАЦІЯ ПЕРСОНАЛУ)**

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*Розглянуто психологічні аспекти та методи мотивації працівників та організації роботи в команді.*

The work of managers is to ensure that staff works efficiently in an organization. To achieve this, it is clear that managers must know what motivate people. By understanding the factors influencing, they can create the conditions in which perform to their maximum potential.

Motivation, of course, is not always simply an individual reaction or response - it can be dramatically affected by group influences.

At work you are likely to be a member of a formal group which has been established by management to perform a particular task or fulfill a particular role in the working of the organization. This might be a department, or a section, or a small sub-group of specialists. As well as this formal grouping, you can probably identify a number of people with whom you like to spend your break-times or lunch-times, and who can loosely be described as a group of friends. These informal groups are equally important to you as an individual, and can have a positive function in the life of the organization, ensuring cross-fertilization of ideas, speedy communication and rapid feedback.

Whatever the group, most members have joined it voluntarily, and it stands to reason that each individual is deriving benefit from membership. Hopefully, the group is benefiting from the contribution made by each individual, and the organization is benefiting from having a well-integrated workforce. It's pretty obvious that the interaction between the individual and the various groups to which he or she belongs is of great importance.

In the work situation, it is likely that any group will be subject to certain requirements such as co-ordination, common aims, agreed strategies, etc. Studies have shown that in such circumstances it appears that the larger the group, the greater the degree of co-ordination and control is needed, and this can lead to individual dissatisfaction, an increase in absenteeism and labour turnover, low motivation levels, and greater frequency of error.