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THE ROLE OF MOTIVATIONAL MANAGEMENT IN THE MANAGEMENT SYSTEM OF AN IT ENTERPRISE

МІСЦЕ МОТИВАЦІЙНОГО МЕНЕДЖМЕНТУ В СИСТЕМІ УПРАВЛІННЯ ІТ-ПІДПРИЄМСТВОМ

Summary. The study examines the role of motivational management in the management system of IT companies. The aim is to determine its impact on the efficiency of IT enterprises and to develop practical recommendations for improving motivation policies. The essence of “motivation” and its relation to key management functions – planning, organization, and control – are analyzed. It is proven that motivational management is a crucial factor in enhancing labor productivity, innovation, and employee loyalty. The scientific novelty lies in deepening the understanding of motivational management as an integrated element aligning organizational, departmental, and individual goals. The practical value is in applying the proposed recommendations to improve motivation programs. An effective motivational management system is defined as a strategic tool for developing human potential and ensuring sustainable organizational growth.

Keywords: motivational management, personnel, performance efficiency, labor productivity, IT enterprise, management efficiency, motivation system, human potential, corporate culture, sustainability of IT enterprises.

Анотація. Дослідження присвячене вивченню місця та ролі мотиваційного менеджменту в системі управління ІТ-компаній. Метою дослідження є визначення впливу мотиваційного менеджменту на ефективність функціонування ІТ-підприємств і формування рекомендацій щодо вдосконалення мотиваційної політики. Здійснено аналіз сутності поняття «мотивація» та визначено її зв'язок з управлінськими функціями – плануванням, організацією та контролем. Доведено, що мотиваційний менеджмент виступає ключовим чинником підвищення продуктивності праці, інноваційної активності й лояльності персоналу. Визначено, що ефективна система мотиваційного менеджменту допомагає зростанню продуктивності праці, підвищенню інноваційної активності, формуванню соціального капіталу. Особливу увагу приділено ролі нематеріальних стимулів – професійному розвитку, можливостям самореалізації та створенню комфортного робочого середовища, які є визначальними для ІТ-сфери. Проведено аналіз сучасних тенденцій мотиваційної політики в ІТ-компаніях, окреслено проблеми й бар'єри в управлінні персоналом. Наукова новизна полягає у поглибленні теоретичного розуміння мотиваційного менеджменту як інтегрованого елементу системи управління ІТ-підприємством, що забезпечує узгодження цілей організації, підрозділів і окремо взятих працівників. Обґрунтовано, що мотиваційний менеджмент як комплексна система, яка інтегрує психологічні, соціальні та економічні аспекти управління людськими ресурсами в умовах цифрової економіки. Встановлено, що впровадження комплексного підходу до мотивації персоналу дозволяє підвищити конкурентоспроможність компанії на ринку ІТ-послуг. Практичне значення одержаних результатів полягає у можливості застосування запропонованих рекомендацій під час розроблення корпоративних стратегій розвитку персоналу та мотиваційних програм для ІТ-підприємств різних форм власності.

Зроблено висновок, що ефективна система мотиваційного менеджменту є стратегічним інструментом розвитку людського потенціалу, сприяє реалізації творчого потенціалу працівників, зменшенню плинності кадрів і досягненню довгострокових цілей організації.

Ключові слова: мотиваційний менеджмент, персонал, ефективність діяльності, продуктивність праці, IT-підприємство, ефективність управління, система мотивації, людський потенціал, корпоративна культура, стійкість IT-підприємств.

Problem statement. In the context of digitalization of all spheres of society, information technologies are becoming increasingly widespread. Informatization and digitalization of business processes are carried out in almost all modern companies. The leaders of these changes are IT specialists, top managers, who have determined the priority of new vectors of development, the emergence of new institutions and forms of human activity, the formation of relevant norms and models of behavior, as well as the growth of the role and significance of the image of enterprises and business. A significant change accompanying the latest processes is the leadership of the IT sector. Its innovative actions cover all spheres of socio-economic activity. Research into the features of the organization and management of IT business is becoming increasingly relevant, since the motivation of employees of IT enterprises has a significant impact on the efficiency of the enterprise. Motivational management is a key factor in increasing labor productivity, innovative activity and staff loyalty. An effective motivational management system affects the formation of social capital, the level of labor productivity, and increasing innovative activity.

In competitive conditions, human potential is a determining factor in the development of the organization, and motivation becomes an important element in the system of work with labor potential and effective activity of the organization. However, the vast majority of managers use only material motivation, and this, in conditions of crisis, due to lack of funds for wages, devalues the orientation of personnel to increase labor productivity. It is advisable to expand the prospects for the application of modern methods of non-material stimulation, which in conditions of a changing environment will make it possible to achieve the intended results. The task of the organization is to motivate employees to work qualitatively and productively, the duty of the personnel is to consciously and responsibly fulfill the tasks set. It is worth developing an effective motivational mechanism for personnel management that will meet market conditions of management, and thereby ensure the successful operation and development of the organization.

Analysis of recent research and publications. The study of motivational processes in modern management was carried out by such scientists as Shchokin G.V. [1], Verbytska G.L. [2], Semikina M.V., Luchik S.D., Zapirchenko L.D. [3], Grineva V.M. [4], Potemkin S.K. [5], Sochenko V.M. [7], Kolot A.M. [9] and others. The study of the

impact of motivational management on the effective activities of the organization remains relevant today. The need to study motivational management in the IT sphere is due to the dynamic development of the industry, a high level of intellectualization of labor and the need to adapt traditional motivational models to the conditions of the digital economy and flexible forms of employment.

The purpose of the article. To investigate the theoretical and methodological principles of motivational management, analyze its impact on the effectiveness of IT enterprises and develop recommendations for improving motivational processes in modern management.

Summary of the main research material. In the conditions of martial law in Ukraine, the question arises of preserving the IT sector and forming the stability of IT enterprises and strategically increasing the potential of the industry. Motivational management of a modern IT enterprise is closely related to ensuring sustainable development and responsible activity in all aspects of its functioning. A significant number of scientific works are devoted to the development of the IT sector, the specifics of the functioning of IT enterprises, as well as determining the place of motivational management. However, the lack of an unambiguous interpretation of the concepts of "motivation" and "motivational management" is explained by the excessive complexity of the phenomenon of motivation itself, so this issue has not lost its relevance for study even today.

Motivation is a set of driving forces that encourage a person to perform certain actions; the process of conscious choice of a certain type of activity due to the complex influence of external (stimuli) and internal (motives) factors [1]. Verbytska G.L. believes that the concept of "motivation" in its evolution has changed from the "carrot and stick" policy (punishment and reward) to the "concept of human resources" (perception of the employee as a key figure in production, on which the final results of production activities depend) [2]. However, even today, there is no unambiguous definition, some authors consider motivation as a set of driving forces that encourage a person to perform certain actions [3], others – as a process of encouraging oneself and others to work to achieve goals [4; 5]. Motivation is the driving force of human behavior, and staff motivation is an important condition for the effective work of employees in the interests of the organization. An effective manager must understand the content of motivation, ensure a healthy morale in

the team and stimulate employees to work with full dedication [6].

Motivation permeates all stages of management activity, contributes to the activation of highly productive work, maximum satisfaction of employees' needs, development of their potential [7]. Each individual employee is perceived in the enterprise as an independent, autonomous unit, which cannot be replaced at any time. This is also the complexity of motivational management, since each employee has an individual set of motives that change over time and must be constantly under the control of management.

Human resource management of IT companies should carefully study the motivations of their employees, as this has a direct impact on their productivity and job satisfaction. Understanding personal motivations related to professional ambitions, desire to develop, needs for recognition, material rewards allows you to build effective communications and feedback, maintain a favorable creative environment in the team, retain key personnel, develop talents and initiate changes for the long-term market success of the IT company. Motivational management is aimed at combining the strategic goals of the company with the individual goals of each specialist. Let's consider the main motivational factors of IT specialists (Fig. 1).

Motivational management in the IT enterprise management system is a key tool for increasing productivity, retaining talented specialists and creating an innovative environment. Since the activities of IT companies are based on the intellectual potential of personnel, an effective motivation system should take into account not only material incentives, but also the socio-psychological, career and creative needs of employees.

Motivational management, by its nature, should be aimed not so much at influencing employees, as follows from the classical understanding of management as a type of activity in general, but at the constant and continuous study and research of each individual employee with his individual, specific, unique needs, motives, interests, values, preferences. In general, motivational management represents management

in which key priorities are given to motivating creative, productive, initiative and professional activities of a person [8]. It includes the organization of the production process, which is aimed at the coordinated interaction of all levels of the enterprise, from management to subordinates. Motivational management involves not only establishing the motives of activity, but also building management based on the priority of certain motives. Based on this, motives are used as management tools [7]. IT enterprises with a small number of management levels, staff motivation is aimed at demonstrating initiative, independence, and complete freedom of action to achieve the task. Motivational management in such organizations is based on the ability to independently solve small production problems. Therefore, motivational management includes the organization of the production process, which is aimed at the coordinated interaction of all levels of the enterprise, from managers to subordinates.

Motivational management should ensure the conscientious, high-quality performance by all members of the organization of the duties assigned to them. The motivation function is closely related to other functions of production management – planning, organization, and control. When planning work, the manager is obliged to direct the efforts of the organization's employees in a direction that will lead the organization to the fulfillment of the task. The goal set for employees must be clear, realistic and achievable. The correct application of motivational management makes it possible to eliminate staff passivity and low performance.

A positive assessment of the quality of work performed by the management has a motivating effect on employees and stimulates them to conscientiously fulfill their duties in the future. The trust and value of each employee as a significant member of the team that is moving towards a common goal and the constant expansion of the means of non-material motivation of labor will allow coping with the most difficult task of the manager – staff motivation.

Effective management through the mechanism of trust is carried out using trust within the organization

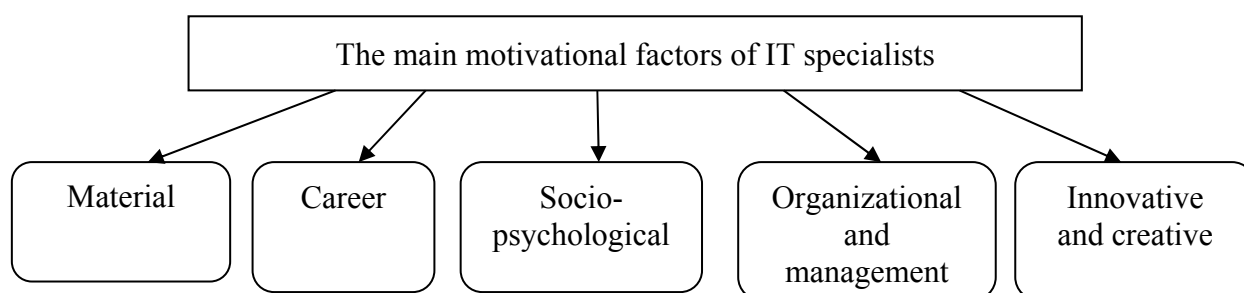


Figure 1 – The main motivational factors of IT specialists

Source: compiled by the authors

(enterprise) between the heads of each unit, between structural units, between employees, as well as the trust of management in subordinates and vice versa; trust of all members of the organization in the established goal (objective) of the organization's activities; trust in the trade union; trust in regulatory or supervisory bodies [8]. Successful management involves supporting your team [10], despite the fact that trust is always a risk, but you need to rely on your employees.

Control of all stages of production will help to identify shortcomings in the work, determine the quality of the work performed, on the basis of which the measure of encouragement/punishment of the employee is determined. Material motivation (increase in wages, bonuses, rewards) encourages a person who strives to achieve a better standard of living, through monetary rewards to achieve high results in work.

Another factor affecting motivation during the war and with the development of modern information technologies is the ability to work remotely. More and more employees are showing a desire to work at

home and have a flexible work schedule – these are the priorities of new generations of personnel.

Conclusions. Thus, as a result of our study, it was found that motivation makes it possible to effectively carry out organizational development. In turn, motivational management should be defined as a set of organizational and managerial measures of a motivational direction that mobilizes human resources and labor potential of the organization, ensures optimal use of financial resources and is aimed at achieving set goals. Studying the basic techniques of motivational management, using these techniques in practice will help to become a reliable basis for the successful development of the organization. It is proven that motivational management of an IT enterprise should combine a flexible system of material incentives with a developed system of non-material incentives, focused on the development of the individual, self-realization and creative freedom of the specialist. It is a comprehensive approach to motivation that allows IT companies to retain highly qualified employees and ensure stable growth in competitiveness in the market.

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