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ENHANCING EFFICIENCY THROUGH EMPLOYEE MOTIVATION MANAGEMENT: A CASE STUDY OF SILPO-FOOD LLC

Today's unstable business environment requires management to take decisive actions in all aspects of management. HR management is no exception, and in particular, it includes managing employee motivation. Companies are increasingly facing the need to attract highly qualified employees. Each of them, in addition to the basic salary, requires certain additional incentives. Employee motivation is an area of HR management responsible for creating and deeply rooting a certain incentive for each employee in the corporate culture [2, P. 201].

Silpo-Food LLC is a leading supermarket chain in Ukraine that operates more than 300 stores across the country. The company's success is attributed to its commitment to providing high-quality products and services to customers, which is achieved through the hard work and dedication of its employees.

Employee motivation management is an essential aspect of organizational performance, as it influences employee behavior, job satisfaction, and productivity. It is imperative for companies to have effective staff motivation management strategies to enhance employee engagement and commitment to organizational goals [1, P. 268-279].

The **aim** of this article is to assess the effectiveness of staff motivation management at Silpo-Food LLC and to determine how it impacts the company's overall performance. It will provide a comprehensive analysis of the company's motivation strategies, their effectiveness, and the challenges faced in implementing them and offer recommendations for improving staff motivation management at Silpo-Food LLC and other organizations.

The **subject** of this article is the staff motivation management strategies employed by Silpo-Food LLC and their impact on the company's overall performance.

The **objectives**:

1. to define the essence and role of employee motivation management in economic activity;
2. to study the system of employee motivation management at the enterprise;
3. to determine the impact of staff motivation management on employee satisfaction and productivity;
4. to examine and evaluate the relationship between staff motivation management and organizational performance;
5. to identify areas for improving the existing system of staff motivation management at Silpo-Food LLC.

To achieve the objectives mentioned above, the following **methods** have been conducted:

1. Literature review: A review of relevant academic literature on staff motivation management and its impact on organizational performance will be conducted.

2. Survey: A survey of Silpo-Food LLC employees will be conducted to measure their level of satisfaction and motivation, and to identify the factors that influence their motivation.

3. Recommendations: Based on the findings, recommendations will be made for improving staff motivation management at Silpo-Food LLC.

Employee motivation management is critical for enhancing organizational performance. Managing staff motivation is one of the ways to increase labour productivity [6, P. 261-263]. Motivation, in turn, is a set of driving forces that encourage a person to act and determine his or her behaviour. Research has shown that employees who are motivated are more productive and committed to their work, leading to higher levels of job satisfaction and organizational performance. Furthermore, effective employee motivation management can lead to reduced turnover rates and absenteeism, which can result in cost savings for the organization [4, P. 635-372]. Therefore, it is essential to study the effectiveness of staff motivation management to identify areas of improvement and implement strategies that can enhance organizational performance.

The benefits of effective employee motivation management are numerous. Studies have found that when employees are motivated, they are more likely to engage in behaviors that benefit the organization, such as helping coworkers and going above and beyond their job requirements. Motivated employees are also more likely to be innovative and proactive, leading to increased creativity and innovation within the organization. Finally, effective employee motivation management can lead to a positive work environment, which can result in increased job satisfaction and employee retention [7, P. 7-13].

Silpo-Food is a large supermarket chain with retail outlets across the country. With more than 300 locations across Ukraine, Silpo-Food LLC is a nationally recognized supermarket business. The commitment of the business to giving clients high-quality goods and services—achieved via the persistence and commitment of its staff—is attributed with its success.

During the period under review, the company has demonstrated sustainable development and efficient management. In particular, over the past 5 years, there has been an increase in the number of supermarkets across the chain [11]. Silpo has a clear organisational structure and builds its activities on the basis of a specific mission and key values. The main goal of Silpo-Food LLC is to make not only guests happy, but employees as well.

Silpo-Food LLC is committed to creating a positive work environment that promotes employee satisfaction, engagement, and productivity. The assessment of the existing system of staff motivation management showed that the company has a comprehensive social policy [10]. Employee management takes into account the company's existing labour resources and future possible staffing needs. During the period under review, there is a tendency to increase the number of employees, except for 2022 [3]. Recent redundancies were caused by the war and partial closure of the chain's supermarkets. Silpo-Food LLC's employee incentive system includes a tangible component - salary, bonuses, allowances - and an intangible component – benefits, training, working conditions, and recognition. Employee salaries are above the industry average.

The company has implemented several employee motivation management strategies to achieve this goal. Firstly, the company uses a performance-based compensation system that rewards employees for their hard work and dedication [10]. This system is designed to provide a fair and transparent means of compensation that is tied to the individual employee's contributions to the company's success.

Secondly, Silpo-Food LLC emphasizes the importance of employee development and career growth [3]. The company provides regular training programs and professional development opportunities to its employees to help them acquire new skills and knowledge, and advance their careers within the company.

Thirdly, the company promotes a culture of teamwork and collaboration. Silpo-Food LLC encourages its employees to work together towards common goals, fostering a sense of camaraderie and mutual support [11]. Silpo-Food LLC places a strong emphasis on recognizing and celebrating employee achievements. The company regularly acknowledges outstanding performance and contributions through awards, recognition programs, and other incentives.

Overall, Silpo-Food LLC's employee motivation management strategies are designed to promote employee satisfaction, engagement, and productivity. By providing fair compensation, opportunities for professional growth, and a positive work culture, the company aims to create a motivated and high-performing workforce.

In addition, we found out that the element of recognition is more complex, and attention should be paid to praising each individual employee for his or her contribution to the common cause [3]. Also, the company's management should pay attention to the medical care of employees, not only of the management team, but also of workers with a significant physical burden.

In conclusion, the assessment of the effectiveness of staff motivation management at Silpo-Food LLC highlights the importance of maintaining an engaged and motivated workforce to enhance organizational performance. The study revealed that while the company has several employee motivation management strategies in place, there are areas for improvement. The use of financial incentives alone is not enough to motivate employees, and other factors such as job satisfaction, recognition, and opportunities for growth and development are equally important.

To improve employee motivation management at Silpo-Food LLC, the company should consider implementing a more comprehensive approach that takes into account the various factors that influence employee motivation. This includes regular feedback and recognition, opportunities for career development, and a positive work environment. Additionally, managers should be trained in effective communication and leadership skills to better support and motivate their teams.

Overall, this study provides valuable insights into the importance of employee motivation management for enhancing organizational performance. It is recommended that other companies assess their own employee motivation management strategies to ensure that they are effectively engaging and motivating their employees. By prioritizing employee motivation, companies can improve their bottom line, reduce turnover, and create a more positive and productive workplace culture.

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