

HR-MANAGEMENT AND MOTIVATION

In the modern world it's still crucial to care about employee motivation. Ensuring high motivation is the basis of employee productivity and satisfaction, which, in turn, affects the overall success of the company. The main aim of the article is to explore effective methods of motivating employees, as well as identify key factors that contribute to increasing their productivity. If motivation is absent, employees may feel dissatisfied, which leads to low productivity and high employee turnover.

HR management (Human Resources) is a set of measures and strategies aimed at managing human resources in an organization. The HR manager must create an environment in which employees feel valued and involved in their work. An important element of HR management is staff motivation, which directly affects the efficiency of work and the success of the company, because the level of job satisfaction determines the effectiveness of task performance, loyalty to the company and the overall success of the business [4 p. 356].

HR management covers a wide range of functions necessary for the effective operation of the company, for example: personnel selection (search for candidates who meet the needs and values of the company), training and development of employees (providing opportunities for advanced training and professional growth), remuneration (competitive wages, bonuses and bonuses for employees), interpersonal relations in the team (good team, joint cooperatives and recreation, as well as teamwork) [8 p. 528].

Motivation is the process of encouraging employees to work to achieve the goals and objectives of the organization. Motivation affects the behavior of employees, their productivity and job satisfaction, stimulates them to better perform their duties. There are two main types of motivation: intrinsic motivation – employees are guided by personal aspirations, self-development, and external motivation is caused by material incentives, such as salary, bonuses, promotions [5 p. 411]. To maintain high motivation of staff, companies use various methods of stimulation:

1. **Financial incentives** – material rewards are one of the most effective methods of motivation. Among them: bonuses for productivity, additional payments for exceeding plans. Financial incentives make employees feel that their work is appreciated and motivate them to better results. Let's have a look the international brand Apple [1]. One of the types of motivation of personnel in this company is material motivation. The basic monetary motivation in the company – "the opportunity to create wealth" is the result of owning company shares. Most Apple employees receive stock grants as a reward for their work.

2. **Intangible motivation** – certificates for achievements, awarding employees certificates for excellent work or the title of "employee of the month", recognizing the best employees of the company. For example, McDonald's has the "Employee of the Month" program, where the best employees receive certificates, bonuses, or gifts [6].

3. **Career growth** – the opportunity to increase, training at the expense of the company, participation in conferences. Training and clear career prospects

motivate employees to stay with the company and develop. For instance, Apple supports career growth through mentoring programs and internal transfers, providing opportunities for employees to grow within the company [1].

4. **Employee training** – HR managers help employees identify opportunities for growth within the company, which contributes to their involvement and long-term commitment. The opportunity for training and development significantly increases employee motivation. For example, paying for courses, attending conferences and financial support for further education. When employees see that the company invests in their development, they are more interested in their work and career growth. Microsoft invests in employee training through the Microsoft Learn platform, which includes training and certification programs. [7].

5. **Work-life balance** – flexible work schedules, the ability to work remotely and support for mental health help employees maintain high productivity. Microsoft – in many countries, the company has introduced a four-day work week (for example, in Japan) to increase productivity and provide more time for rest [7].

6. **Corporate culture** – a friendly work environment, open communication and support contribute to the growth of team spirit and increase motivation. Employee engagement measures are also effective (team building, sports events and corporate initiatives help to create strong relationships between employees and increase morale in the team). Some companies offer: vacations and paid trips to health centers to restore strength, swimming pool and sports clubs. Such motivation not only increases job satisfaction, but also contributes to the physical and mental health of employees. Let's have a look at Google company which covers the costs of sports activities, provides access to fitness centers, yoga, and massage, and also organizes healthy meals in the office [3].

In conclusion, looking at the experience of well-known companies and corporations, financial motivation is one of the most effective ways to stimulate staff. For the long-term success of a company, it is important to apply a comprehensive approach to motivation. Career growth, opportunities for professional development, a comfortable working atmosphere and care for the mental health of employees also play a key role in increasing staff efficiency and engagement. Therefore, a combination of financial and non-financial motivation is the most optimal approach to achieving high results [2 p. 982]. With effective motivation strategies, companies can increase employee satisfaction, increase productivity, and achieve long-term success. In my opinion, companies that use comprehensive motivation programs have a high level of employee engagement, which is directly reflected in business performance. Motivation affects employee productivity and the overall success of the company by creating conditions that promote employee effectiveness, professional development, and personal well-being. By offering bonuses, vacations, training opportunities, and certificates, companies increase employee satisfaction, increase motivation, and improve business results.

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