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TALENT MOTIVATION AS A METHOD OF SOCIO-ECONOMIC DEVELOPMENT OF PERSONNEL MANAGEMENT

МОТИВАЦІЯ ТАЛАНТІВ ЯК МЕТОД СОЦІАЛЬНО-ЕКОНОМІЧНОГО РОЗВИТКУ УПРАВЛІННЯ ПЕРСОНАЛОМ

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In connection with the continuous progressive development of the Chinese economy, enterprise personnel management has become an important part of social and economic development. Enterprise personnel management can promote stable talent development and job satisfaction, so it plays an important role in the sustainable development of the Chinese economy. To solve problems in the management of personnel development, it is suggested to improve and constantly innovate the management of human resources, including changing the concept of management, the motivational base, the compensatory mechanism of the impact of work results on the amount of the received reward. Based on this, this article analyzes the importance of innovations in the management of personnel development and outlines the innovative strategy of the enterprise's human resources management. The study also allows us to conclude that the construction of an effective work motivation system is directly dependent on the increase in the socio-economic level of development of the company's personnel.

Key words: enterprise, management, innovation, personnel, development, socio-economic development, China.

У зв'язку із постійним прогресивним розвитком економіки Китаю управління персоналом підприємств стало важливою частиною соціально-економічного розвитку. Управління персоналом підприємств може сприяти стабільному розвитку талантів та задоволеністю працею, тому воно відіграє важливу роль у сталому розвитку китайської економіки. Для вирішення проблем в управлінні розвитком персоналу пропонується вдосконалювати та постійно інновувати управління людськими ресурсами, включаючи зміну концепції управління, мотиваційну базу, компенсаційний механізм впливу результатів праці на величину отриманої винагороди. На основі цього в даній статті аналізується значення інновацій в управлінні розвитком персоналу та викладається інноваційна стратегія управління людськими ресурсами підприємства. Дослідження також дозволяє зробити висновок, що побудова ефективної системи мотивації праці перебуває в прямій залежності із підвищенням соціально-економічного рівня розвитку персоналу підприємства.

Ключові слова: підприємство, управління, інновації, персонал, розвиток, соціально-економічний розвиток, Китай.

Formulation of a problem. Each person is individual, and each person has individual needs that he wants to satisfy while working at the company. But when choosing a place of work, we do not think about all aspects of the motivation system at the enterprise, but pay attention only to those that are important for us at this moment

in time in accordance with our personal and career expectations. In most cases, employees themselves choose the reasons that motivate them to work at the company. They determine their needs, motives, wishes regarding positions and organization of workplaces. Because of this, it is very difficult to find the right approach

for everyone and to determine an individual effective system of motivating personnel in the organization.

It is important to note that material motivation is somewhat inferior to non-material motivation. Employees consider the presence of material motivation as something that should be there and pay more and more attention to additional bonuses offered to them by the employer.

The reward system is based on the company's strategy and goals, which include measures to materially stimulate employees in the long term, since the employer cannot raise wages once and maintain this level for several years, because such motivation will not work. It is necessary to adjust the level of wages and bonuses from time to time so that employees do not get used to it and take it for granted. Also, the administration's constant increase in material incentives does not lead to good results, because motivation cannot constantly increase. It reaches a certain level, starts to decrease, and then its level rises again. This applies to both material and non-material motivation of personnel.

Literature review. The research is based on the previous literature review (Cascio W. and Paauwe J., 2014; Cappelli P., 2008; Keller J. R., 2014; Collings D. G., 2009; Dudin M. N., 2015) and the current situation

(Michaels E., 2021; Thunnissen M., 2023; Kurina T. N., 2020), relationship and development trend of motivation and personnel management in Chinese and foreign enterprises, the idea and logic of this research lay the theoretical review of this research.

The aim of the study. The purpose of the study was to investigate the conceptual foundations and practical application of the theoretical approaches innovations in the management of personnel development and outlines the innovative strategy of the enterprise's human resources management.

Presenting main material. Managers always create a system of motivating employees, look for the right approaches, methods of influencing employees, which could influence them as effectively as possible and force them to work highly productively (Table 1).

The results of the conducted research indicate that today most managers of small enterprises pay less and less attention to the importance of wages as a means of motivating employees, and more and more importance is assigned to the compensation package. The compensation package includes both material and non-material components, so it is the most effective tool for influencing employees. In general, mixed motivation is of great importance

Table 1

Motives that motivate a person to work

Level	Motive	Characteristics
I level	Obligatority	This feeling is the strongest motive that drives a person. It depends on the contribution made by a person. The more a team member contributes, the more he likes his team. If the manager helps your subordinate to work at 100%, the stronger the sense of obligation and pride for his company will be in each of its members
II level	Interes	People who have already satisfied their basic, mostly material, needs work for interests in the first place. Therefore, at this stage, they can fully devote themselves to the completed work, which is really interesting to them. The manager, by correctly placing the advantages and values, can increase the amount of interest in work. This can be done by introducing many games to enterprises that are related to production results (and not only), and thus the speed of development of the company will increase
III level	Personal profit	People want to work where, in addition to their salary, they can receive personal benefits, such as: free accommodation, food, career growth, a short distance to the workplace, the possibility of providing a company car, etc. Managers can at their own discretion satisfy the personal needs of employees, having analyzed what personal benefit the employee wants to receive
IV level	Money	Many people go to work because they need money. Money is freedom. They mostly stand in the first place among young people, students who have so many ambitions, desires and plans, and which they would like to realize

Source: author's research

in the processes of stimulating personnel to highly effective activities.

The author of the paper believes that the following tasks can be solved with the help of a compensation package: control of personnel turnover; increasing staff motivation; increase in labor productivity; attracting the necessary employees to the company; ensuring a favorable social and psychological climate in the team;

creation of a positive image of the company on the market.

In order to build an effective system of personnel motivation, taking into account the individual needs of employees at work, it is proposed to divide all employees into certain conditional groups (Table 2).

Depending on the proposed division of workers into conditional groups, it is possible to

Table 2

Conditional employee groups

Group	Share, %	Characteristics
Bonus hunters	22%	Such people want to have both material and non-material rewards. For them, payment for vacations and tourist tickets is most suitable
Home-birds	18%	For them, family is the most important thing, it is important for them to separate personal affairs and work. Therefore, a day off, an additional vacation will be their joy
Materialists	19%	They like money and everything related to it. The best motivation is valuable gifts, payment for transport services, mobile communication
Aesthetes	17%	Freedom is important to them. These are mostly people who have already achieved certain results in life and satisfied their material needs. Such people should be offered participation in trainings, exhibitions, new projects, additional hours of rest
Praise hunters	16%	The opinion of managers and employees is important to employees belonging to this group. They do not pay much attention to awards, it is more important for them to occupy a high social status. They can be offered participation in various cultural and corporate events, as well as in various contests and games
Initiators	8%	Such employees are easy to motivate because they enjoy their work. But they work well to occupy certain positions in the organization. They expect career growth. It will also not be superfluous to pay for the gym and recreation

Source: author's research

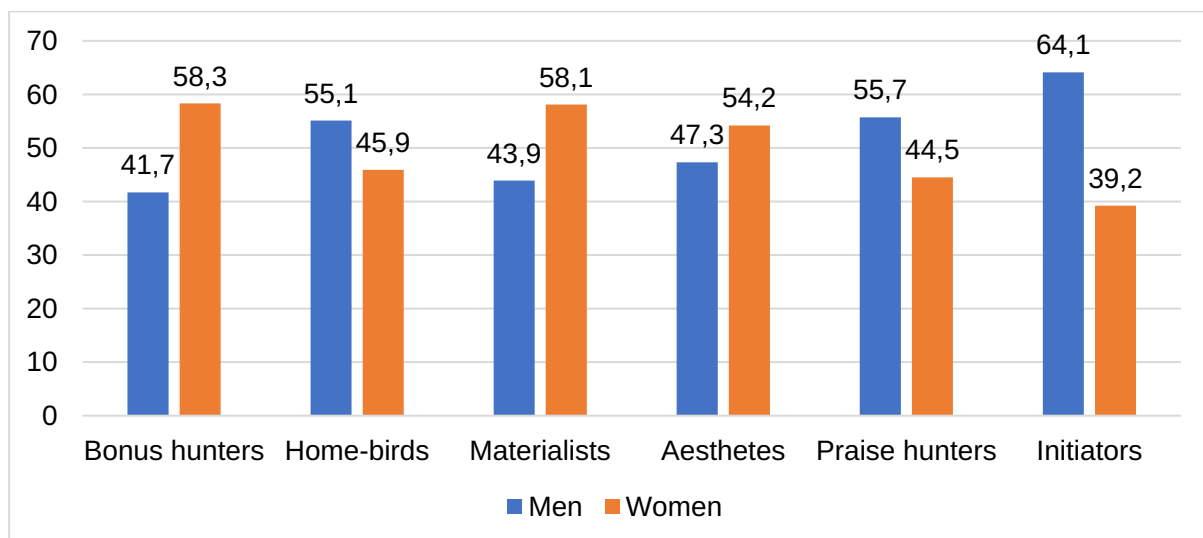


Figure 1. Gender composition of conditional groups of employees in China

Source: author's research

distinguish some differences between the career growth priorities of men and women (Table 3).

At the same time, the author claims that the staff motivation system in most enterprises operating in China is not perfect. The most common problems are:

1) specialists of the same level in different divisions receive unequal remuneration (this situation becomes possible if the motivation system of employees of small enterprises is not reviewed in case of a change in the strategic goals of the company);

2) unequal wages of employees of the same level who were hired by the company at different times;

3) most enterprises are interested in paying their employees only the minimum wages (wages corresponding to the minimum wage according to the current legislation), and not changing them in accordance with the general trends in the development of the global labor market, which indicates that, perhaps, companies do not monitor the labor market;

4) compensation of low salaries at the expense of various allowances for the performance of direct official duties;

5) the salary system is opaque for lower-level managers and has a large number of components, which greatly complicates the process of calculating wages.

Such problems inhibit the development of work motivation in China, while the personnel motivation system should contribute to the improvement of the organization's performance by directing the efforts of the personnel to achieve the company's goals. There is no universal algorithm for structuring wages.

Our research allows us to conclude that the construction of an effective system of motivating the personnel of enterprises depends on many factors that affect it. The head of a small enterprise can build an effective employee motivation system and choose incentives based on their division into the following categories:

1) depending on the occupied position in the organization (students and young specialists who have just graduated from an educational institution; young specialists with up to 3 years of work experience; highly qualified specialists; young mothers);

2) depending on the type of reference (external type; internal type; mixed);

3) depending on the employee's personal reasons (money; personal benefit; interest; sense of duty).

When building a motivation system, the head of the enterprise should remember that it is not possible to motivate all employees in the same way. This will help him make the motivation system cost-effective.

Also, the list of incentives can include a compensation package, the role of which is very significant for employees. With the help of the compensation package, you can: control staff turnover; increase staff motivation; increase labor productivity indicators; attract the necessary employees to the company; ensure a favorable social and psychological climate in the team; create a positive image of the company on the market (Collings D. G., Mellahi K., 2009). In our opinion, when forming a compensation package, managers of enterprises need to take into account the individual needs of people. An individual approach to determining the

Table 3

Gender priorities for career growth of enterprise personnel in China

Men	Share, %	Women
Career growth, payment of gym and lunch	13,3	Participation in cultural programs, exhibitions
Participation in cultural programs, exhibitions	11,5	Payment for transport services, mobile communication, valuable gifts
Vacation pay	19,5	Payment for rest
Participation in trainings, educational courses	33,2	Participation in trainings, educational courses
Payment for rest	13,5	Vacation pay
Payment for transport services, mobile communication, valuable gifts	9,0	Career growth, payment of gym and lunch

Source: author's research

composition of the compensation package helps to effectively motivate employees. For this, the head of the enterprise needs to divide all employees into certain conditional groups: bonus hunters; homemakers; materialists; aestheticians; praise hunters; the initiators etc.

Using the division of employees, the head of the enterprise can develop an individual motivation system for each employee or for a group of employees. Because it depends on the efficiency of work not only of the employee himself, but also of the entire organization as a whole.

It should be noted that the structure of the employee's compensation package should include a component that motivates the achievement of the company's goals. Encouraging employees only for individual achievements can reduce the overall economic efficiency of the enterprise.

In his dissertation, the author calls a talent an employee who occupies a strategic workplace at the moment and (or) will be able to occupy it in the future. Thus, the talent pool and talent management are based on the concept of a strategic workplace. At the same time, if initially top-level employees (top management) were considered talents as those who make the greatest contribution to the company's performance (Cascio, Al Ariss; Paauwe, 2014), today a strategic workplace can be at any point in the company depending from the company's strategic advantages and competences (Cappelli, 2008).

In China, the concept of talent management began to develop relatively recently. The introduction of the "Talent Theater" tool into the talent management system of the organization will make it possible to form a better team composition, reduce staff turnover, and increase the productivity of employees.

Practice shows that the most successful companies develop two levels of performance indicators - basic and advanced, or, in other words, minimally necessary and desirable. A similar way of setting the task in combination with a built-in management model of talented employees effectively stimulates them simultaneously with the achievement of the maximum result by the company.

The "Theater of Talents" technique is of interest here, during which theatrical performances are staged by the company's employees. Looking at such productions, HR specialists and psychologists establish the degree of

giftedness of each of the participants, as well as the presence of talents in each of them when performing one or another function. At the same time, a "role matrix of talents" is developed, based on which the potential of this or that employee becomes clear, which can later serve as the basis for developing the employee's KPI when performing different functions (Michaels E., Handfield-Jones H., Axelrod B., 2021).

At the same time, the themes of the "theatrical productions" directed by the staff will differ significantly from one another. At the same time, the talent management algorithm can be presented as one for all (Thunnissen M., Boselie P., Fruytier B., 2023).

The goal of talent management is targeted development of creativity, intellectualization of the employee's work, disclosure of his creative potential, effective use and reproduction of his qualities, abilities, which significantly affect the strategic socio-economic development of enterprises (Dudin M. N., Frolova E. E., 2015).

To achieve this goal, first of all, it is necessary to clearly clarify the features of managerial work in personnel management.

According to the classic scheme, there are 4 levels of personnel management (Kurina, 2020):

- Operative – personnel work dominates.
- Tactical – personnel management actually dominates.
- Strategic – human resource management dominates.
- Political – work on the development of personnel policy dominates.

Conclusion. Thus, it should be noted that the personnel management mechanism is a set of relationships, connections, forms and methods of influencing the personnel management process, its production, distribution and use. If we consider this aspect from the standpoint of systemic and complex approaches, the mechanism of personnel management is revealed as a single indivisible system, each element of which is determined to fulfill its goals and tasks, and at the same time, the totality of these elements expresses the content of the general process of personnel management. The functioning of this mechanism is ensured by subsystems: informational, legal, financial, scientific-methodical, technical. Thus, the management mechanism is a system of management bodies, means and methods aimed at meeting the enterprise's need for labor in the required quantity, quality and by a certain time.

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