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## INFLUENCE OF MOTIVATION ON ORGANIZATIONAL CULTURE

## ВПЛИВ МОТИВАЦІЇ НА ОРГАНІЗАЦІЙНУ КУЛЬТУРУ

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The article is devoted to the analysis of the influence of personnel motivation on organizational culture. An effective system of motivation contributes to the achievement of high productivity in the organization and to the effectiveness of the company. The study substantiates that the system of motivation of the organization's personnel has a direct impact on its organizational culture. A method for determining the motivational profile of the company is proposed. It allows to determine the level of both material and non-material motivation of employees. It is proved that in Ukraine material motivation is of the greatest importance for employees. The relationship between the level of non-material motivation in the organization and the level of its organizational culture is studied. Measures are proposed to possibly improve the system of non-material motivation of personnel, which will increase the level of organizational culture of the company.

**Key words:** motivation, organizational culture, material motivation, non-material motivation, motivational profile.

Стаття присвячена аналізу впливу мотивації персоналу організації на її організаційну культуру. Ефективна система мотивації, перш за все, сприяє досягненню високих показників продуктивності праці в організації, що, в свою чергу, позитивно впливає на ефективність діяльності компанії в цілому. Також важливим аспектом для досягнення успіху організації є забезпечення високого рівня її організаційної культури. Тому менеджменту сучасних компаній потрібно розглядати питання запровадження заходів щодо вдосконалення організаційної культури. Серед таких заходів особливу роль повинна займати мотивація персоналу, оскільки рівень організаційної культури в більшій мірі залежить від сприйняття цінностей, традицій та інших її компонентів працівниками організації. У дослідженні обґрунтовано, що система мотивації персоналу організації має прямий вплив на її організаційну культуру. Визначено, що для досягнення високого рівня організаційної культури необхідно підвищувати довіру персоналу до керівництва та колег, будувати ефективні комунікації в колективі, надавати працівниками можливість запроваджувати власні ініціативи, уникати різних проявів дискримінації. Запропоновано метод визначення мотиваційного профілю компанії, який дозволяє визначити рівень як матеріальної, так і нематеріальної мотивації працівників. Він базується на проведенні опитування працівників на предмет їх задоволеність різними аспектами – первинних потреб, системи управління в організації, можливість самореалізації тощо. Доведено, що в Україні найбільше значення для працівників має матеріальна мотивація. Розглянуто основні елементи нематеріальної мотивації. Досліджено взаємозв'язок між рівнем нематеріальної мотивації в організації та рівнем її організаційної культури. Запропоновано заходи щодо можливого вдосконалення системи нематеріальної мотивації персоналу, які дозволять підвищувати рівень організаційної культури компанії. Серед них виокремлено рекомендації щодо створення позитивної системи комунікацій в організації, використання психологічних методів для вирішення дискусійних питань та конфліктів, проведення командоутворюючих заходів тощо.

**Ключові слова:** мотивація, організаційна культура, матеріальна мотивація, нематеріальна мотивація, мотиваційний профіль.

Статья посвящена анализу влияния мотивации персонала на организационную культуру. Эффективная система мотивации способствует достижению высоких показателей производительности труда в организации и положительно влияет на эффективность деятельности компании в целом. Важным аспектом для достижения успеха организации является обеспечение высокого уровня ее организационной культуры. Предлагается методика определения мотивационного профиля компании. Она позволяет определить уровень как материальной, так и нематериальной мотивации сотрудников. Доказано, что в Украине наибольшее значение

для сотрудников имеет материальная мотивация. Изучена взаимосвязь между уровнем нематериальной мотивации в организации и уровнем ее организационной культуры. Предложены мероприятия по возможному совершенствованию системы нематериальной мотивации персонала, что повысит уровень организационной культуры компании.

**Ключевые слова:** мотивация, организационная культура, материальная мотивация, нематериальная мотивация, мотивационный профиль.

**Problem statement.** A company with an effective organizational structure should build trustful relations with employees based on mutual respect and fulfillment of mutual obligations. Both company and its employees should share common values consciously and in good faith to fulfill their obligations towards each other. Improvement and successful implementation of the motivation system in the company can create a wide range of opportunities for a company as well as increasing the level of organizational structure.

Motivational issues in the workplace can originate in management as well as ground-level employees. Issues affecting motivation range from inadequate tools to achieve company goals to a simple lack of employer acknowledgment of worker achievements. Changing the motivational climate in a company requires careful attention to identify the issues affecting workers and determine the root cause of these problems.

The connection between the system of motivation, employees' final operational results, and improved level of organizational culture is extremely tight. Thus, an appropriate and effective motivation system that leads to increasing the organizational culture is required in the company and should be associated with the world standards for the company to stay competitive enough in the constantly developing market.

**Analysis of recent research and publications.** The issue of personnel motivation is deeply explored and examined by a wide range of scientists, the increased level of innovational development around the world creates the urgent need in introducing fresh ideas and methods connected with the motivation of human beings in order to prevent the fatal situation when high-tech innovations replace people. The issue of motivation in the companies is not novel. For instance, it was deeply investigated by the following range of scientists and economists: O. Prodius, M. Oleksiiev [1], N. Bohatska [2], O. Vlasenko, Yu. Charykova [3], S. Haiduchenko [4] etc.

The purpose of introducing an effective system of motivation in the company usually leads to increasing the efficiency of personnel. Evaluation of the motivation system is done by calculating

performance indicators. However, at the same time, successful motivation of employees leads to improve the socio-psychological climate in the organization, reduce conflict, increase respect and trust to the leader and in the team as a whole, the emergence of common values and traditions in the organization. That is, it is possible to say that an effective system of motivation can be one of the factors in improving organizational culture.

A number of domestic and foreign authors adhere to this point of view in their research. There are T. Blyzniuk [5], H. Yusof [6], K. Budiyo [7], O. Kharchyshyna [8], M. Taslim [9], N. Liubomudrova [10], etc. In their works, they emphasize that the choice of an appropriate system of motivation in the organization and its continuous improvement, based on the characteristics of personnel can lead to an increase in the level of organizational culture. But at the same time, they did not suggest practical recommendations for assessing the motivation system based on personnel satisfaction. Based on their publications, it is possible to say that companies should assess the current motivation system on material and non-material aspects and develop it in order of organizational culture improvement.

**Formulation of the goals of the article.** The purpose of the article is to create the assessment system of motivation in a company and investigate its influence on the organizational culture.

**The main research material.** The interaction between employees in the company should be built on respect for the individual and focus on the result so as to successfully solve professional problems, provide conditions for professional and personal development and maintain constructive relationships in a team.

The company should develop a culture of efficient corporate communications based on trust and team spirit, encourages constructive initiatives of employees, and provides opportunities for their implementation. The company should not allow discrimination by national, sexual, age, cultural or other signs.

The level of motivation can be determined using different techniques [11]: the complex test "Structure of labor motivation", motivational

profile, methods of F. Herzberg, typological model of V. Gerchikov.

For the determination of motivation level, V. Gerchikov's model was chosen [12]. This model allows the company to identify the most and least effective methods of motivation. This technique also allows to get quite voluminous results and characteristics, but at the same time is available for manual processing of the results of the survey.

Characterization of types of incentives is based on the division of questionnaires on 3 large blocks, each of which allows the company to receive information about a particular direction of stimulation. Block 1 reflects the level of satisfaction of the primary needs, which is manifested both in the forms of material and in the forms of non-material incentives. Block 2 shows the guiding aspect and the significance of its influence on employees of the organization, which is expressed in such characteristics as the need for management, confidence in the preservation of the workplace. Block 3 allows the company to see the needs of workers in self-realization and the disclosure of their own capabilities and abilities.

As a result, it is possible to develop the motivational profile in the company and make the decision about the efficiency of motivation. The motivational profile contains the elements of material motivation and non-material motivation.

Employees express a desire to increase wages, but this is a natural moment of economic relations. In Ukrainian companies, material motivation plays a vital role because of the low level of population income level. At the same time, the non-material motivation is manifested in the interest of workers in the work, which is not supported by cash for them.

The results of processing make it possible to see that in a company with not strong organizational culture, the non-material system of motivation is weakly developed: people do not see career growth opportunities, they cannot always be realized as professionals, the communication field of interaction is rather weak, people do not develop communication and cannot always build a dialogue, which manifests itself in the inability to solve organizational problems together.

So, it is possible to conclude that for improving the organizational culture companies should improve the system of non-material motivation of personnel. The proposed measures are following:

- to create a personnel reserve that will stimulate workers, as they will see real prospects

for themselves, which entails an increase in wages. Based on the fact that the majority of employees are focused on monetary remuneration due to the results of their work, then this form of non-material incentives will also involve mechanisms that are able to influence underclass types, which dominate among the employees;

- to create a communication field that will involve in the process of communication and provide the necessary interaction. Employees will feel close to the process of resolving issues, which will give them the opportunity to feel the importance, to receive recognition of professionalism through an expression of approval from the management when solving various issues. Such an event is very important, because recognition, the value of work, the knowledge that they can bring to the production process are important for employees;

- to develop a system of competitions that will allow employees of all categories to receive bonuses, possibly providing material rewards, and therefore the orientation in this event takes into account the focus on employees of all types and the expansion of the currently existing motivation systems.

Creating a field of communication will allow the company to find points of contact and to maximally improve the moral and psychological climate in the team, which lead to improving the organizational culture.

To ensure interaction, it is recommended to allocate a special room where people can relax, spend their free time, discuss problems. To resolve conflicts and prolonged psychological pauses, which are caused by the negative attitude of employees towards each other in some cases, it is recommended to put into practice regular team meetings. Such meetings at the present time are planning meetings or “five-minutes meetings”, for which too little time is allocated, which does not allow solving rather large problems and questions. At meetings, employees can discuss problems, solve basic issues, receive information “first-hand” from managers, and not speculate on thinking that, as a result, in most cases leads to some omissions and problems.

The system of competitions will allow workers to receive recognition from the organization and management, to feel necessary and valuable, which will be confirmed by receiving bonuses in various forms – letters, praises, awards, etc. Providing moral care, a mechanism of self-assertion, and gaining respect for the employee from the organization will allow for the provision

of feedback, that is, the necessary motivational effect will be obtained.

The objectives of the competitions will be to encourage employees who have achieved the best performance; formation of a positive attitude to the performance of labor duties; formation of a sense of responsibility for the results of labor; challenge pride in belonging to a profession and to an organization.

The developed system of non-material motivation implies an intangible component; it provides binding and evaluation of the results of employee achievements and contribution to the achievement of the goals of the organization.

**Conclusions.** A strong organizational culture depends on many factors. One of them is an effective motivation system. The investigation has shown that together with material motivation companies should pay attention to creating a system of non-material motivation. The objectives of creating a system of non-material motivation include encouraging the activities of employees aimed at achieving the goals of the organization; stimulating effective work of employees of the organization; providing employees with social guarantees aimed at increasing loyalty levels; ensuring the smooth operation of the personnel of all.

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