

## MARKETING APPROACH IN MOTIVATION OF PERSONNEL

**Klok O.P.**

*Candidate of Sc. Ec. Lecturere of the Department of Tourism*

**Slavinska A.V.**

*Student of the department of Management of Social Communications  
S. Kuznets Kharkiv National University of Economics, Kharkiv, Ukraine*

The main factor in the development of any enterprise is the labor force. For effective functioning of the economy it is necessary to improve the existing management systems based on the use of modern achievements of management and entrepreneurship. The principles and methods of motivation of the labor force play a special role in management. In this regard, the need to manage the labor behavior of the personnel has increased in our days by applying new socio-economic methods of motivation of labor, which would allow to increase the workers' interest to their activity.

In marketing, the problem of employee motivation has not yet been thoroughly studied. This requires research, not just based on the scientific work of our predecessors. It is important to outline the main ways how to motivate staff nowadays and to justify suggestions for improving the situation at enterprises.

Some aspects of the problem of motivation of the labor force were laid down in the works of foreign authors: A. Smith, F. Taylor, A. Maslow, F. Herzberg, E. Mayo, L. Porter, V. Vrum [1, 2]. Also there is significant contribution to the development of that issue of domestic economists, such as A. Kolot, V. Shinkarenko, K. Naumik [2].

In general, motivation is a combination of driving forces that encourage a person to perform certain actions. The motivation of labor behavior lies in the formation of internal forces in the employee to achieve greater production results. In their works, some researchers believe that there are quite a lot of factors to stimulate the work of the staff. Among them are the most important: the organization of works; material stimulation; moral stimulation; goal setting; assessment and control; information; management practice; disciplinary measures; addressing the most important values for the employee. The motivation process uses the concept of motivation and motivation of work. For example, S. Shapiro identifies several groups of incentives used to influence employees. The first one can include money (wages, bonuses) and non-cash (vouchers, insurance); the second is social (opportunity of career growth), moral (respect of others) and creative (possibility of self-improvement and self-realization). Unfortunately, today the situation at Ukrainian enterprises shows insufficient material encouragement of workers, and as a result – lack of results of any work [3].

To improve the situation, it is necessary to develop a system of motivation of each enterprise. It must always be adjusted and made known to each employee, because it depends on whether the system will be motivated or demeaning. The model should be formed in accordance with the personnel surveys – their wishes,

values, schedule – and according to the desired style of interaction between managers and subordinates. Specially in this case the personnel marketing is important.

In general, the motivation system at the enterprise should be based on marketing research of the use of money as a measure of reward; application of punishment; awards and recognition of achievements; attracting employees to management; improvement of compensation package.

Preliminary proposals only meet the motivation needs of the workers in a minimal way. In addition, the following recommendations for the motivation program can be mentioned: delegation of more powers to workers – instruction of them to solve complex tasks; development of personnel training system; increase of material payments according to the rank of the worker; participation in professional master-classes and courses; observance of the balance between material and non-material awards.

Also, to improve the motivation system, each entrepreneur needs to develop a special compensation package. These are so-called privileges, and that they are interested in hired workers, conduct a general survey. The writing of the compensation package should be based also on the marketing research and on following stages: job analysis; determination of mechanisms of variable part of money award; development of social package.

Thus, at the end of the development, the company has to present several compensation packages for different categories of personnel, f.e. Table 1 [1].

Table 1

Social benefits for employees of the enterprise according to the hierarchical structure

Category of employees	Privileges
Higher link	Medical insurance; provision of transport; payment for meals; payment for additional vacation; payment of mobile services; payment of training and advanced training
Middle link	Payment for meals; travel ticket in city transport; payment of health events (swimming pool, gym); partial payment of vouchers to complexes/boarding houses; medical insurance
Lower link	Payment for meals; travel ticket in city transport; partial payment of health facilities (swimming pool, gym); partial payment of training; free participation in master classes

If the development of such compensation package is impossible, it is proposed to create a package on the basis of the "cafeteria" principle, when the worker himself chooses the system of his privileges. Everyone in the team has different needs, so they can choose according to their wishes. The enterprise proposes to develop three "motivational kits" (Table 2), which will become a compromise for all employees.

Table 2

## Motivation kits for employees of the enterprise, examples

Motivation set 1	Motivation set 2	Motivation set 3
Payment for meals	Payment of health facilities	Medical insurance
Travel ticket	Payment of mobile services	Tuition fees
Payment of vouchers	Medical insurance	Payment for meals

Today the range of desires at the enterprises is much higher than several years ago. The main motivation of workers is based on twelve factors: high wages, physical conditions of work, structuring of work, social contacts, stable relations, recognition, aspiration to achievements, power and influence, diversity and change, creativity, self-improvement, interesting and useful work [4]. Taking into account all the above-noted, it is important not only to pay for work well, but also to introduce many additional incentives.

Many of the trends I have described in my work are used today. For example, in the US corporations IBM and AT&T in response to demographic change situations in the country have developed and successfully implemented so-called family programs. Most of the employees of these companies are not more than 40 years old, many of whom have small children. The administration of corporations provides these employees with the opportunity to work on a flexible schedule, assistance in the selection of nannies, corporate kindergartens and nurseries, and also organizes holidays for employees with children of all ages [5].

The British company "British Telecom" picked up the idea of experimenting with a flexible work schedule. Among the advantages of this form of marketing-based labor there are: giving the employee the most effective way to combine their personal interests and the interests of the company; savings on renting office space and organizing full-fledged jobs; ensuring the maximum possible return from the employee, taking into account his psycho-physiological characteristics ("owls" or "larks"). This way of motivation is quite effective, because people should go to work understanding consciously the benefits [5].

It is also should be noted that the well-known company Google has upgraded the social packages that it was mentioned above. Today the company uses the "cafeteria" system, provides a choice of social benefits [4].

Implementation of the measures proposed in this work will increase the motivation of the employees and efficiency of the whole enterprise.

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## **BUSINESS APPEARANCE, PERSONAL CONFIDENCE AND PROMOTION OF THE PERSONNEL**

**Kosenko A.O.**

*Student of the group 6.06.051.130.20.1*

*International Economics and Business Administration*

*Supervisor –Naumik-Gladka K.G.*

*Doctor of Economic Sciences, Professor,*

*Professor of the Department of Tourism and of the Department of International Economic Relations,*

*S. Kuznets Kharkiv National University of Economics, Kharkiv, Ukraine*

First of all, to my mind, confidence is important in business because it helps people to deal better with conflicts, improves one's communication skills, can make one happier at work, enables to take feedback better, and it can make one a better manager or leader. There are some common issues which reveal significance of the self-confidence in people's career.

The very common question is 'Can confidence be learnt'? It is seemed this statement is true. Confidence is something one can learn by working on four key areas: achievements; positivity; social support; body language and physicality.

There is statement that confident people don't fail. On practice it is not true. Confident people fail just as much, if not more, than other people. This is because they have the courage to take more actions than non-confident people, thus they have a higher chance of success as well as failure.

The key is in how confident people deal with failure. Rather than seeing failure as a dent in their self-esteem, confident people are willing to learn from failure so they can do better the next time.

There are 6 ways in order to build self-confidence and achieve success (table) [6, 7, 8].