

MANAGEMENT OF EMPLOYEES' STAFF MOTIVATION IN HIGHER EDUCATION INSTITUTIONS IN UKRAINE

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Abstract: The article examines the specifics of managing the motivation of personnel of higher education institutions in Ukraine. The current problems of managing the motivation of employees in the field of higher education have been identified. Modern approaches to the motivation of employees in the field of higher education are considered. Peculiarities of the formation of motivation management models based on the differentiation of motivational components have been studied. The application of the model of personnel motivation management in higher education institutions is proposed. The relevance of the components of this model is substantiated and the specifics of their impact on the personnel motivation system are determined.

Keywords: staff motivation; motivation management; motivation system; higher education; staff motivation model.

1 Introduction

One of the key problems of the personnel management system of higher education in Ukraine is the permanent state of reform of this sphere, which has been going on for more than ten years. At the same time, changes in the legislation on higher education lead to significant changes both in the structure of higher education institutions and in general the modes of their functioning. All this leads to a constant change in approaches to the organization of the work of the staff of higher education institutions and requirements for key indicators of their work. On the other hand, it should be noted that these changes are due to the need to integrate the Ukrainian education system with European and other international educational programs. This need becomes especially relevant in the context of Ukraine's acquisition of the status of a candidate for joining the European Union.

However, at present, it is necessary to note that Ukraine is significantly behind the developed countries of Europe in the field of practical formation and theoretical strengthening of the state-public system of education management, decentralization of its governance, training of educational personnel based on the competence approach, etc. Most of the approaches to improving the motivation of employees of higher education institutions are currently non-systemic in nature, do not have a comprehensive approach to their application, and are limited in terms of scientific and theoretical reinforcement of such a motivation system. The general strategy for the development of higher education is characterized by an increase in information flows, and the volume of necessary documentation flows, with which employees of higher education institutions have to work. At the same time, there is no practice of reviewing approaches to determining the labour intensity of work and the need to change the structure and composition of higher education institutions. However, as the practice of developed countries shows, the effective functioning of higher education institutions is possible only on the basis of the application of effective principles of personnel management in education, which requires taking into account the specifics of higher education institutions, first of all, as social systems.

That is why the activity of higher education institutions in modern conditions requires active innovative behaviour of teaching staff, development of their professional and creative abilities, etc. After all, the innovative development of modern

institutions of higher education is impossible without the formation of innovative thinking of employees and requires a qualitatively new approach to the formation of their motivational mechanism. In contrast to traditional approaches to the implementation of basic management functions, managers of modern higher education institutions should activate the innovative component in the professional activities of staff, provide conditions for the professional and creative development of employees, and generally focus on the application of progressive approaches to motivation.

2 Literature Review

Modern scientific research in the field of management defines the model of personnel motivation as a system of determinants, incentives, and motives that stimulates employees to their professional growth. Many scientific works are devoted to the study of this issue. In particular, the theoretical-methodological and methodological-applied aspects of improving the personnel motivation system are widely covered in the works of such scientists as O. Agres [1], M. Bezpartochnyi [4], I. Britchenko [7-15], S. Koshova [31-32], Y. Pozdnyakov [35], J. Reitšpís [38], O. Shubalyi [46], I. Yakoviyk [54], O. Yatsukh [57].

In addition, it should be noted that a number of researchers consider the motivation system based on its division into internal and external. At the same time, internal motivation determines the importance of the process of professional development, while external motivation is managed on the basis of material stimulation from the outside and is aimed at achieving a positive result. These approaches to the essential understanding of motivation are quite widely disclosed in the works of such researchers as O. Apostolyuk [2], O. Binert [5], Y. Chaliuk [16], Z. Kireieva [30], M. Kryshchanovych [33], O. Ramos [37], T. Shmatkovska [39-44], R. Sodoma [47-50], A. Zielińska [58].

In addition, it is necessary to note the research in the field of designing effective mechanisms of motivation for the development of personnel in institutions of higher education, which should be focused on the general increase in the competitiveness of employees of higher education. The main attention in these studies is paid to the organization of recruitment and improvement of personnel qualifications. In this aspect, it is worth highlighting the works of such scientists as I. Balaniuk [3], A. Boiar [6], M. Dziamulych [17-27], N. Hoy [29], Y. Polishchuk [34], L. Pukhovska [36], A. Shvorak [45], O. Stashchuk [51-53].

3 Materials and Methods

Studying the specifics of the motivation of employees of higher education institutions requires the use of specialized methods of assessing their work efficiency. In addition, it is necessary to take into account the specifics of the educational field when forming measures to encourage a person to take certain actions, stimulate readiness to carry out professional and personal growth and improve qualifications in general. Therefore, in the process of researching the peculiarities of the formation of personnel motivation systems in institutions of higher education, the methods of determining the problem of the development of the professional motivation of employees and the general improvement of the personnel motivation mechanism were applied. In particular, they include the following:

- Assessment of the relationship between the professional experience of employees and their motivation for further professional development and training;
- Determination of the differences between the self-assessment of the teacher's own level of motivation and the assessment of his motivation by the management;
- Research on the effectiveness of applied management strategy models for the development of teachers' motivation;

- Analysis of the relationship between various aspects of the teacher's motivation and his teaching quality;
- Determining the impact of teachers' motivation on the learning outcomes of higher education students;
- Determination of factors directly influencing teachers' motivation and their research efficiency;
- Determining the readiness of employees of higher education institutions to introduce a competency-based approach to evaluating the results of their work [28].

On the basis of the applied methods, conclusions were formed regarding the general improvement of the system of motivation of employees of higher education institutions in Ukraine.

4 Results and Discussion

Significant changes in the field of higher education in Ukraine have created an objective need for the development of appropriate personnel management concepts aimed at the overall improvement of its effectiveness. At the same time, it is necessary to note the importance of motivational aspects in personnel management of institutions of higher education, because they are its basis. In this aspect, it is also worth considering that the needs of a person in the labour market are constantly changing, therefore the personnel of a higher education institution, staffed with the appropriate number of employees, should be motivated to behave in accordance with the goals of the higher education institution and their own needs. With the development of personality, opportunities for improving the professional potential of employees also expand. Thus, the process of motivation through the satisfaction of common and personal needs is endless and important in the work of a person and requires the creation of material and spiritual prerequisites for its comprehensive and holistic development.

Taking into account Ukraine's acquisition of the status of a candidate country for membership in the European Union, in the system of higher education, the problem of activating the processes of personnel motivation is acute, since, according to analysts' conclusions, the level of professional training today requires constant improvement of their theoretical and practical skills in accordance with modern requirements. The practice of state regulation of the sphere of higher education and personnel development of European countries shows the expansion of the field of use of economic stimulants, which affect the dynamics of reproduction and accumulation of the country's labour potential, quality components of training, retraining, and upgrading of personnel. The expediency of their use, in particular, in the conditions of a severe deficit of budget funds in Ukraine, is due to the fact that they ensure the redistribution of sources of funding in the field of professional development of higher education workers between the government, higher education institutions, and the workers themselves while maintaining the parity of interests of all interested parties.

At the same time, it should be noted that studies of motivation theories show that the level of motivation of personnel depends on the perceptions of individuals in accordance with their abilities to perform work tasks and receive the desired reward. On the basis of these theories, managers of higher education institutions have the opportunity to build work so that it meets the needs of the employees who perform it. And accordingly, moving up the ladder of the hierarchy stimulated their most effective behaviour in the work process. Only knowing this, it is possible to develop an effective system of forms and methods of personnel management, ensuring the productive performance of functional duties, which are determined by the action of fundamentally diverse groups of factors regarding the behaviour of employees in the process of professional activity.

Thus, it can be argued that one of the central problems in reforming the modern system of higher education in Ukraine is the regulation of relations between people included in various links of this system. In modern conditions, effective management of a higher education institution is impossible without understanding the motives and needs of the institution's employees and their effective use in management interaction.

Therefore, the effectiveness of educational processes largely depends on the effectiveness of management activities, which are carried out on the basis of a motivational approach.

The practical problems of introducing a system of motivation for the development of the professional activity of pedagogical workers in institutions of higher education are regulated both by the legislation of Ukraine and by specially developed programs and measures. Taking into account the specifics of staff motivation developed, it is possible to propose a model of the staff development motivation system in higher education institutions (Figure 1).

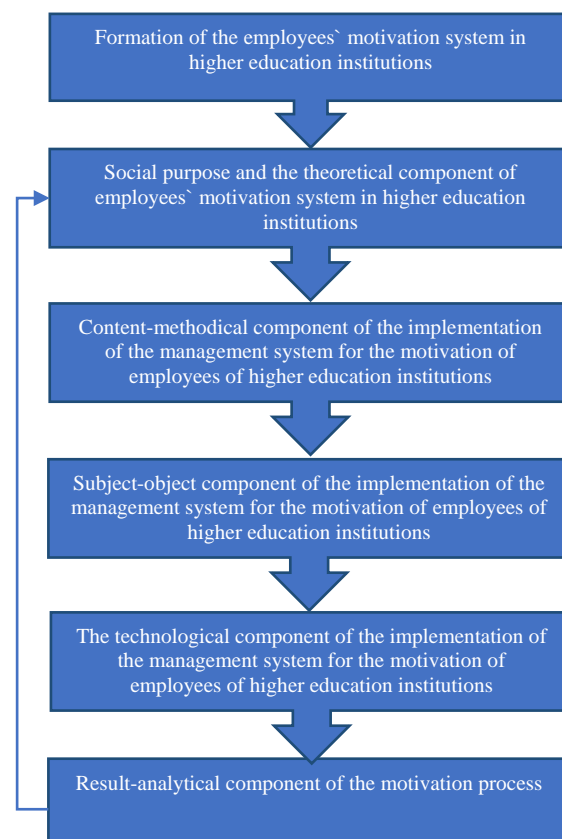


Figure 1. Model of the motivation system for the personnel of the higher education institution

Source: formed by the author based on [29].

This model of the structural components for the implementation of the management system for motivation of the professional activity of higher education institutions employees is based on the universal management technology of modelling the scientific systems. Such a model is a dynamic and open system since the strategic goal of personnel management in an educational organization is the development of the motivation of the professional activity of pedagogical workers in order to achieve the goals of the higher education institution. The basis of this model is the need to coordinate the needs of teaching staff with the goals of higher education institutions. Conducting surveys of employees, and analyzing the information received regarding the understanding of the needs of teachers will give the management of a higher education institution the opportunity to clearly understand what motives will be decisive for meeting professional needs and what tools can be used to meet the needs of the development of employees. In addition, this model makes it possible to establish the sequence of stages of the implementation of the personnel motivation system, aimed at meeting employees' needs and effectively improving the system of motivation for the professional activity of employees of higher education institutions [55].

It should also be noted that in practice, the motivational core in the system of higher education institutions is formed by motives related to the content of work and the specific climate of the educational institution. At the same time, the motives reflecting the content side of teaching work are purely internal for higher education. Therefore, the management of higher education institutions should concentrate their attention on the development and support of the organizational culture of the educational institution, and the formation of an effective personnel policy, which are real levers that increase the labour activity of the teacher.

In addition, it also should be emphasized that the management of the motivation of teaching staff also has a number of specific features. In particular, the creative nature of the work of employees of higher education institutions determines the diversity of their personally significant needs, and the lack of objective criteria for evaluating work results practically makes it impossible to reward precisely for effective work. All this is the main problem in the process of forming a system of motivation for employees of a higher education institution [56]. At the same time, there is a close connection between the effectiveness of the individual work of the staff of higher education institutions and the effectiveness of the educational process. In particular, the productivity of an individual employee is a necessary condition for the productivity of a higher education institution. Taking into account modern achievements in the creation and development of the theory of the target management mechanism for the final results of any economic entity allows for the organization of the appropriate and productive work of the personnel of educational institutions. The theoretical basis of such management may well be well-known principles of effective management: purposefulness, feedback, and productively oriented motivation of employees based on the results of work.

It worth noting that in the process of forming a system of motivation for employees of higher education institutions, first of all, the needs of the employees themselves and the incentive that will encourage them to effectively perform their professional duties should be determined. It is possible to implement an organized system to obtain the required result only through a certain influence of the management of the institution of higher education. For this, it is necessary to have certain tools to influence the elements of the motivation system so that it starts functioning. Therefore, in order to effectively move towards the goal, the management of higher education institutions should not only plan and organize work but also apply a system of motivation to employees according to the developed plan to achieve the goals of the institution.

In general, in order to increase the motivation of the personnel of higher education institutions, it is necessary to develop and implement a set of nationwide socio-economic programs and measures that provide for the improvement of the social status of the pedagogical worker and the level of his salary, etc. Also, in our opinion, an important factor in the implementation of the model is the theoretical and methodological components of managing the formation of the motivation of professional activity as a basis for a comprehensive study of the motivation of employees of higher education institutions based on the experience of leading European countries.

An important tool for achieving the effectiveness of management of the motivation of employees of higher education institutions is also the management of the personal motivation of the professional activity of the head of such an institution since the development of the motivation of the professional activity of the manager is the criterion for the effectiveness of the management of his professional activity, which is realized in the following indicators:

- Understanding one's own motivation for the development of professional activity;
- Combination of external and internal motivation for professional activity;
- Development of all groups of motives for professional activity.

It should also be noted that financial gain is not among the leading motives for working in an educational institution. As a result of sociological surveys, it was found that with the deepening of the crisis of teachers' work motivation, there is a growing discrepancy between employees' ideas about what should be rewarded (specific achievements in scientific and pedagogical activity) and actual criteria (held position, length of service, past merits) [36].

Therefore, increasing the efficiency of the staff of a higher education institution is possible only at the expense of the maximum possible realization of the labour potential of its employees. In this case, it is necessary to take into account both objective characteristics - content, specificity, and working conditions, as well as characteristics of employees - values, attitudes, interests, needs, and motives. Work motivation cannot be effective without the use of modern forms and methods of non-material stimulation of personnel. Adaptation to work, interest in final results, and willingness to work with high returns, that is, the main manifestations of work behaviour, reflect a high level of work motivation.

Thus, personnel management, taking into account the motivation system, is a process of reproduction of professional reality, which enables managers to predict personnel actions and situations in a certain way, to give content and meaning to their own treatment of employees. In this aspect, it is important to assess the extent to which the employees of a higher education institution are integrated into the current system of its corporate values - to know the level of its sensitivity, flexibility, and readiness for changes in the value sphere of professional productive activity caused by external factors of the development of social relations.

5 Conclusion

Thus, it can be concluded that the implementation of a motivational approach in personnel management of higher education institutions is possible only by taking into account the needs of the individual, which are desires, striving for certain results, and the formation of work motives. At the same time, work motivation cannot be effective without a complex combination of material incentives and the use of non-material stimulation methods. In turn, this requires the development of a system of criteria and quality indicators for the implementation of a motivational approach in the personnel management of a higher education institution.

The organization of the process of managing the formation of motivation for the professional activity of employees of higher education institutions involves the creation of certain conditions that enable the effectiveness of the development process and the achievement of goals for teachers. Evaluation of results acts as a feedback mechanism with the active involvement and interaction of all specialists in teamwork to solve problems. In this aspect, it is recommended to implement the proposed model in the management process of a higher education institution, which makes it possible to thoroughly study the motivation of the professional activity of its employees in dynamics and to generally analyze the effectiveness of the management process. At the same time, the key elements of the structural components of this model are feedback, quality communication of the head of the higher education institution and the participants of the educational process at the appropriate stages of management of the motivation of professional activity, as well as the achievement of strategic goals of management in higher education institutions.

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