



MODERN METHODS OF PERSONNEL MOTIVATION IN PUBLIC ADMINISTRATION

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ABSTRACT

Creating a system of stimulation and motivation of employees is one of the complex and time-consuming issues in the activities of any organization, regardless of the goals of its activities and ownership.

The article outlines the main approaches to the issue of labour motivation as a system-forming integrated approach. The main tasks and functions assigned to motivational mechanisms are considered, as well as the nuances that determine the features of this process from the public administration system are highlighted.

As a methodology for improving and implementing a modern approach to the structure of the formation of the personnel motivation system, the experience of introducing motivational programs based on coaching technologies is proposed.

Recommendations are given on creating such a structure, taking into account the particularities of the state administrative apparatus and the nature of public service.

Keywords: Motivation, Personnel, Public Administration, Public Service

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1. INTRODUCTION

The level of economic and social development of the state is largely determined by the results of activities of state bodies. The effectiveness of the functioning of state institutions directly affects the achievement of national goals and priorities; therefore, one of the most critical areas for improving public administration is to find ways to increase the efficiency of labour of public servants, which is inextricably linked with improving the system of motivation and stimulation of staff of state organizations [1-3].

Motivation from the management function is a process of inducing a person to perform certain activities aimed at achieving the goals of the organization. An essential feature of motivation is a close relationship with human needs; the effect of motivation on human behaviour depends on many factors. Motivation is the process that makes a person's behaviour focused, while among the main functions of motivation, it is worth highlighting:

- incentive to action;
- area of activity;
- maintaining and controlling behaviour [4-5].

2. THE MAIN APPROACHES TO STAFF MOTIVATION AND THE PRINCIPLES OF CREATING AN EFFECTIVE MOTIVATION SYSTEM

2.1. Motivation of a Person to a Particular Activity

In general, a person's motivation for activity can be understood as a set of driving forces that induce an individual to carry out specific productive actions.

Motivation primarily affects the degree of application of diligence, perseverance and diligence in work, as well as the focus of the work itself.

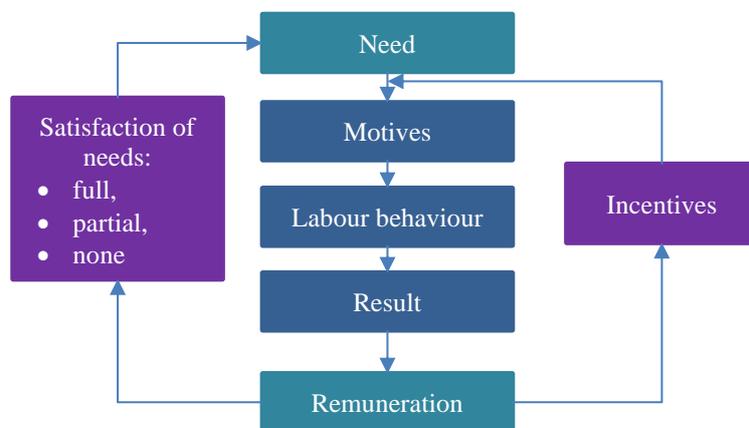


Figure 1 Motivation Process

Motives of work are essentially the reasons that determine the behaviour of a person in the process of work. The general scheme of the motivation process is presented in fig.1. An employee's motivation can be either internal, depending on the content of his needs or roles, or external, which is divided into administrative, economic and social. External motivation is not related to the content of a specific activity but is conditioned by circumstances external to the object of management. Intrinsic motivation is a motivation associated not with external circumstances, but with the content of the activity itself.

From the preceding, we can conclude that motivation is the process of influencing a person to induce him to specific actions, by awakening certain motives in him.

Accordingly, there are two ways to motivate an employee:

- the first method involves creating an external impact on the employee, relying on motives that prompt a person to specific actions and lead to the desired results.
- the second method of motivation is focused on the formation of the motives necessary in work through the educational and training impact on the employee.

It is logical to assume that the second method is more complex and time-consuming, as it relies on the employee's internal motivation and its support by the results of actions.

It should be noted that the primary goal of the management process in any company should be the formation of internal motivation among employees because it is then that he begins to perceive himself as the root cause of his behaviour. As a result of this, the employee's dependence on positive and negative reinforcements on the part of management decreases and self-motivation increases. The relationship between the interests of the company and the interests of its employees is presented in the form of a diagram in Fig. 2.

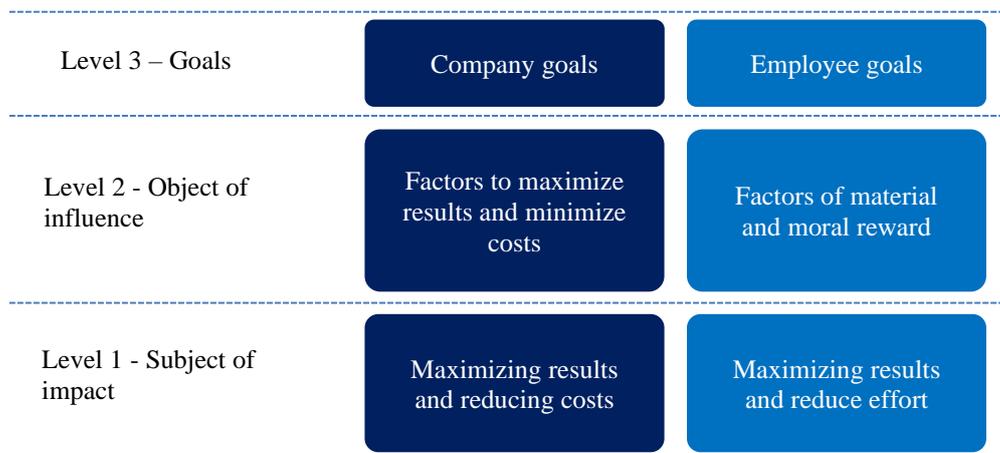


Figure 2 The scheme of the balance of attention of the company and the employee in terms of motivation

Speaking about increasing employee motivation, it should be noted that the following indicators can assess the level of self-motivation of personnel:

- the formation of a sense of joy from work;
- development of interest in work;
- employee identification with the enterprise;
- cooperation;
- prompting the emergence of new ideas and ideas;
- reduces the need for additional incentives to improve work efficiency.

It should be noted that when considering issues of choosing incentive approaches and building an effective motivation system, one should not limit oneself to positive and decisive measures. Practice shows that a motivation system built on such methods will be only partially effective. The process of motivation itself is closely connected with human psychology, which means it may involve the implementation of two essentially polar approaches:

- positive motivation – based on positive incentives such as bonuses, salaries, gratitude.
- negative motivation – based on negative stimuli such as a fine, penalty, reprimand, or even demotion.

Despite its apparent ambiguity, negative motivation is based on an extremely useful psychological approach, the formation of a situation in which a person avoids carrying out illegal, harmful or merely ineffective activities.

Various ways of motivating and stimulating staff can be globally divided into three different groups shown in Fig. 3.

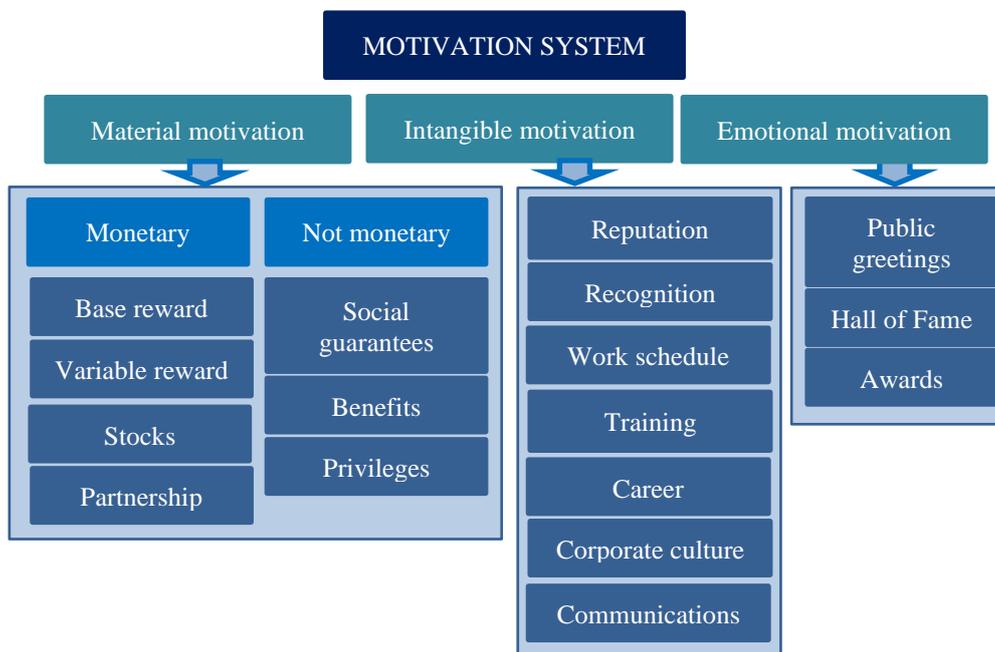


Figure 3 Basic opportunities for staff motivation

The three groups of motivational approaches presented in the diagram are:

- material motivation;
- intangible motivation;
- moral and emotional motivation.

Each of the groups includes various methods and approaches to motivating staff, while each of them is effective only with proper application, without abuse. Naturally, the practices of material motivation stand apart, while it should be noted that they alone cannot provide a long-term and stable effect of motivation.

2.2. Features of Staff Motivation of State-owned Companies

The public service is endowed with specific features that make the work responsible and requiring severe commitment. Of course, it is worth clarifying that the term public service in this article will be understood as people working in the field of public administration, as well as personnel of companies funded by the state.

Before talking about the motivation of public servants, it is necessary to clarify several features of the public service itself and focus on its differences from the private sector.

A specific feature of the public service sphere is that its value structure is less susceptible to sociocultural deformation since because of the rigid system of hierarchization and bureaucratization of the state structure, the very system of labour organization in the civil service system and relations within it does not undergo any significant reconstruction over time, unlike private sector organizations.

The basis of differences in work in the public and private sectors is based on the fact that the public service has the nature of administrative work and, unlike the private sector, is characterized by a sizeable bureaucratic burden and routine [6-9].

Besides, the results of surveys of employees of state-owned companies indicate that, in contrast to the private sector, high earnings are not the dominant priority when choosing it. An analysis of a survey among employees of state-owned companies showed (Fig. 4) that the priority factors determining the choice of public service employees are: The need for socially significant work (39%), The need for stability and social security (37%), The need for recognition of activities (35%), while the level of income was only in fourth place on the list of priorities.

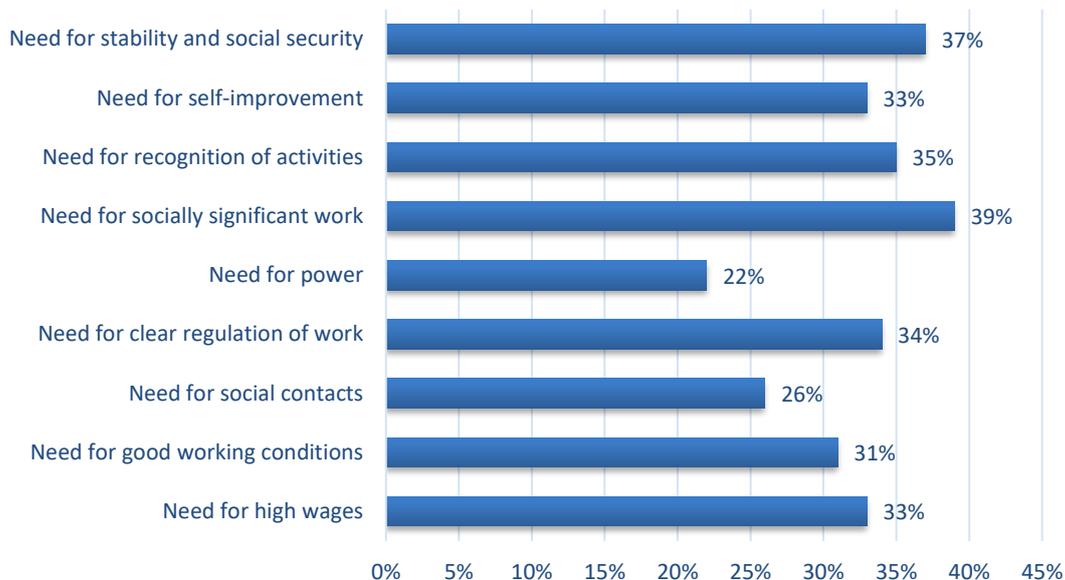


Figure 4 List of priority motives for the choice of public service

Summing up the intermediate result, we can distinguish the following factors that are key to motivating staff in the public service system:

- 1) public service as a place of work is a guarantee of permanent employment and the absence of undesirable changes;
- 2) the need to realize their personal and professional qualities and the desire to bring significant benefits to society and the state;
- 3) the prestige of working in the public service;
- 4) material benefits, the form of social benefits and benefits.

The questionnaire also identified a list of critical competencies that require public servants. This list, without reference to specific posts and professions, defines the image of an abstract specialist in the public service, presented in Fig. 5.



Figure 5 List of key competencies of a civil servant based on a survey

It should be noted that most experts emphasised the need for professional knowledge and skills, as well as an appropriate level of education and training.

Considering the public service as a polar alternative to work in the private or corporate sector, it should also be noted a number of its socio-economic features that directly affect the flow of motivation mechanisms:

- lack of economic markets for the performance of state organizations and, as a result, the uncertainty of incentives and performance indicators of their work;
- severe restrictions for managers and managers, reducing their motivation and ability to develop their organization;
- multiple, conflicting and often abstract values that government organizations must adhere to;
- complex dynamic processes of public policy with the participation of many forces, interests and with a change of priorities as a condition for the functioning of state organizations;
- vague goals for both individual employees and the organization, a weak sense of significance within the organization among employees;
- relatively unstable decision-making processes in government organizations that can affect the awareness of managers and employees of their goals and capabilities;
- comparatively complex and rigid structures of many state organizations, including restrictions on the possibility of employee incentives;
- differences in the type of people choosing a career in public administration, despite restrictions on pay and job performance in public service [10-14].

Features of the mechanism of the motivation of staff of state-owned companies are determined by the specifics of their work and the institution of public service. It is based on administrative-command incentives associated with clear regulation of the work of public servants and represents a complex system of socio-economic relations between employees.

3. METHODOLOGY: THE USE OF COACHING AS A TECHNOLOGY OF MOTIVATION IN PUBLIC ADMINISTRATION

The modern management paradigm requires the use of new effective managerial methods and tools for motivating personnel. In contrast, the state management apparatus, due to its increased inertia, bureaucratic complexity and conservatism, can adopt tools already-debugged in the commercial sector.

Various methods that increase the efficiency and motivation of personnel in the corporate sector cannot be completely transferred to the state administration apparatus for the reasons indicated in the previous paragraph – they simply will not work correctly.

There are factors and areas of activity that have similar parameters and tasks, both in the corporate sector and in the public sector, in particular, the issues of personnel training and adaptation, the formation of corporate culture, advanced training and mentoring.

Coaching is a management and motivation tool that promotes the development of both individual employees and departments as a whole. The introduction of coaching can potentially contribute to both the state-owned company itself and its employees. They receive greater independence, support for their initiative, awareness of the possibilities for their further development, which are vital factors for the growth of staff motivation. The company thus receives motivated, efficient, loyal employees (Fig. 6).

Personnel involvement, conservative approaches to management and increased bureaucracy of state structures, impose severe restrictions on relations of the «head-subordinate» type in state-owned companies.

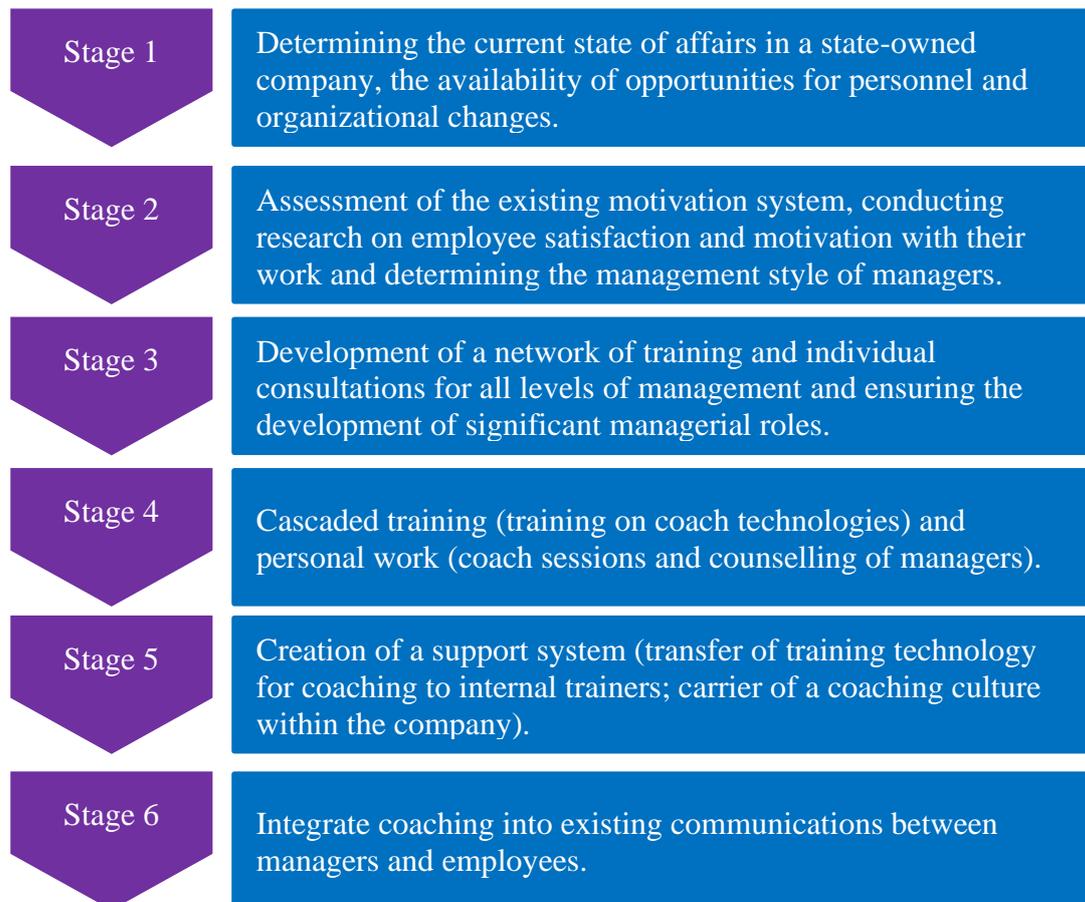


Figure 6 Step-by-step methodology for introducing coaching as a motivational system in the public administration system

Flexible approaches to management used in the corporate sector are not used in the field of public administration uniforms, which means that both professional and social distances are growing between managers and their subordinates.

The introduction of coaching gives the manager in a state-owned company additional knowledge, because when conducting coaching, the manager better knows his subordinates, understands their strengths and weaknesses, gets the opportunity to make more informed management decisions on the distribution of roles in the team, responsibility in projects, promotion of subordinates and other movements. In turn, the employees participating in coaching increase their desire to improve their performance, and self-control and self-motivation increase. Coaching also helps to improve the organizational climate, which invariably builds trust not only between the coach and his ward but throughout the department.

During the period of adaptation and initial training of civil servants, the use of coaching as an instrument of management and motivation contributes both to the formation of a team spirit and to the reduction of the stress load of a «novice». At the same time, it is essential not to overdo it in overly imposing various instructions on an employee, as this impedes practical training.

The integration of coaching in the public administration system takes time and a particular algorithm of actions to successfully start using coaching tools in daily work.

The proposed method of work involves coaching training with a frequency of 6 months. Taking into account the need to introduce a state-owned company at all levels, for the overwhelming majority of civil servants, it is advisable to conduct comprehensive training of three pieces of practice: an individual, a team, and the organization as a whole.

The coaching process in a state-owned company should be implemented in three key areas:

- coaching employees,
- coaching teams (departments),
- coaching managers.

The coaching of employees allows to reveal their internal potential and helps to build a program of their individual development, and also significantly increases their motivation and overall contribution to the entire department and the company as a whole [15-17].

In turn, each employee is a member of a team and therefore, at the next stage, it becomes necessary to create effective teams, increasing both team spirit and motivation of the organisations themselves.

Team coaching, in turn, allows you to carry out comprehensive work with entire departments, strengthening both interpersonal relationships and strengthening the authority of the coach.

4. EXPERIMENT AND ANALYSIS OF THE RESULTS

The process of implementing the proposed methodology was carried out as part of the reform of the public utility management system of the municipal unit. This organizational structure was a separate structural unit subordinate to regional management and, in turn, subordinate to the Ministry of National Economy.

Such problems characterized the situation at the time of the beginning as personnel shortages, complicated bureaucratization of labour, an intricate subordination structure and staffing, including a large number of structural units.

The motivation system included a number of social benefits, bonuses and incentives, but according to management was far from perfect. Implementation of a coaching system has been implemented for eight months.

A series of training was conducted for the staff of the state-owned company through an external coach centre:

- leader level – "Achievement technology and efficiency improvement coaching";
- level of manager-leader – "Manager-leader: how to turn on staff at full capacity";
- team level – "Effective team management: key factors for creating commitment and engagement";

The company personnel underwent continuous monthly training, analysis of the results and control of the course was carried out using questionnaires, on-site checks and participation in coaching events conducted by the heads of structural units.

Summary of the results is presented in the graphs below. For example, Fig. 7 shows the results of evaluating the effectiveness of the program from the heads of structural units – team leaders.

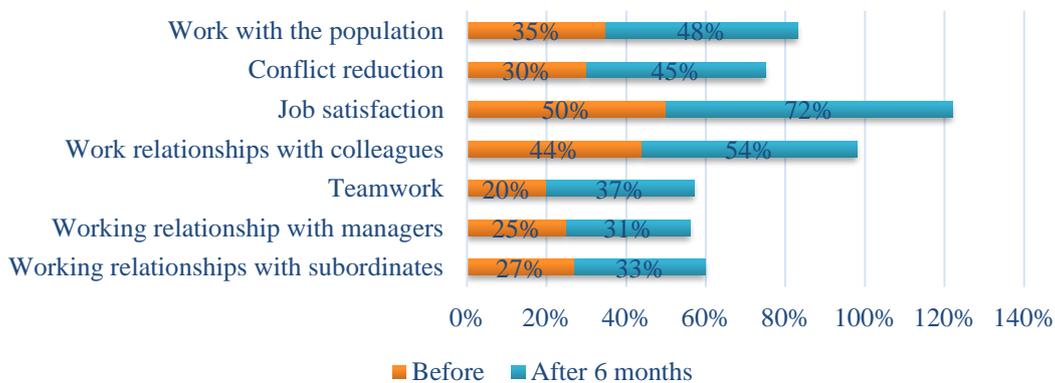


Figure 7 Improvements in the work of heads of structural divisions of state-owned companies, before and after the introduction of coaching motivation tools

The survey showed that the existing system of motivation was the most isolated and indifferent. Leaders noted a weak connection between employees, a low team spirit, and a lack of motivation to encourage the achievement of results. The material bonus system allowed the head to control only the labour process of individual employees, but not of the entire unit as a whole.

After 6 months, there was an increase in the productivity of teamwork (up to 37%), satisfaction with the services provided (from 27% to 33%), as well as general satisfaction with the staff (from 50% to 72%). A positive effect was noted in the communication system, both at the "head-subordinate" level (from 27% to 33%) and within the team (from 44% to 54%).

Analysis data also showed changes in the approach and attitude to the motivation system both among ordinary employees and their managers (Fig. 8).

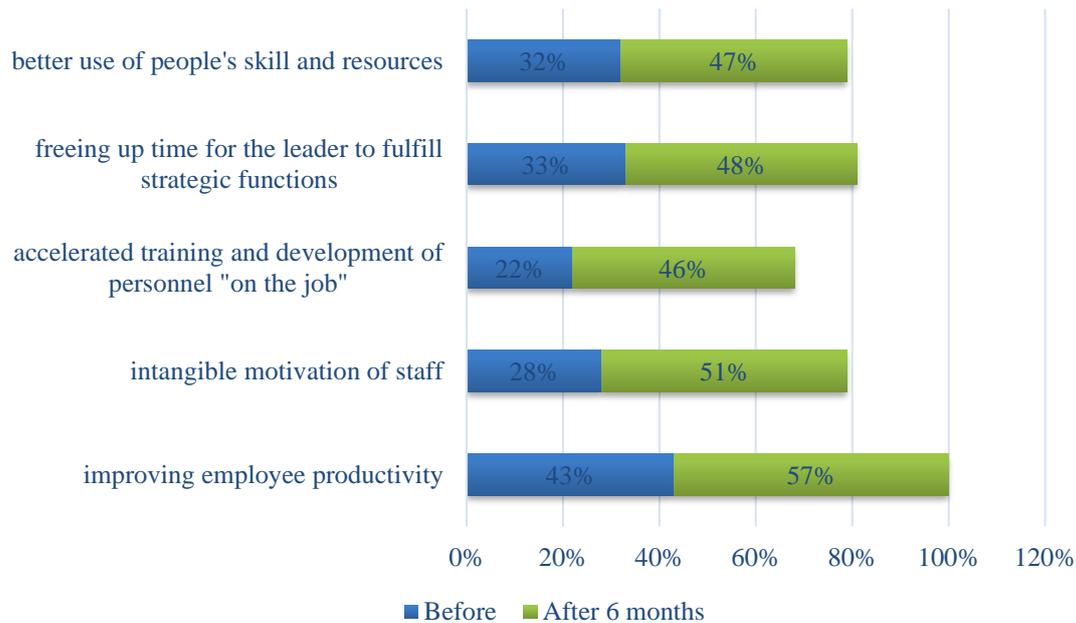


Figure 8 Transformation of views on the motivation system before and after the introduction of coaching tools

Firstly, essential indicators of increasing the effectiveness of the updated staff motivation system were both improving employee productivity from 43% to 57% and accelerating staff training by increasing employee motivation from 22% to 46%, and secondly, managers' appreciation of intangible approaches motivation and self-motivation of employees themselves from 28% to 51%.

The process of supplementing the existing system of motivation for a state company with new motivation tools based on coach technologies received a positive assessment based on the results of 8 months of work.

5. CONCLUSION

The experiment showed the possibility of applying coaching technology to increase the motivation of employees of a state-owned company. The results obtained indicate an improvement in the employees' perception of their work, a positive attitude of the employee to work, increased responsibility and autonomy, as well as ease of work and increased job satisfaction.

It can be concluded that coaching tools in the state personnel management system have a positive impact on employee motivation, forming a sustainable internal motivation and initiative to improve the work process and achieve better results.

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