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МОТИВАЦІЙНИЙ МЕХАНІЗМ УПРАВЛІННЯ ПРОЄКТАМИ: СТРАТЕГІЧНИЙ АСПЕКТ

Бєлова О.І.¹, Поскрипко Ю.А.²

¹к.е.н., доцент кафедри управління проєктами та процесами, ВНЗ «Університет економіки та права «КРОК», м. Київ, вул. Табірна, 30-32, 03113, Україна, тел.: (044)-455-57-07, e-mail.: bielovaoi@krok.edu.ua, ORCID: <https://orcid.org/0000-0001-9359-6947>

²к.е.н., доцент кафедри управління проєктами та процесами, ВНЗ «Університет економіки та права «КРОК», м. Київ, вул. Табірна, 30-32, 03113, Україна, тел.: (044)-455-57-07, e-mail.: YuriyP@krok.edu.ua, ORCID: <https://orcid.org/0000-0002-4903-3589>

MOTIVATIONAL MECHANISM IN PROJECT MANAGEMENT: STRATEGIC ASPECT

Bielova O.¹ Poskrypko Yu.²

¹PhD (Economics), associate professor at project and process management department, «KROK» University, Kyiv, st. Tabirna, 30-32, 03113, Ukraine, tel.: (044)-455-57-07, e-mail.: bielovaoi@krok.edu.ua, ORCID: <https://orcid.org/0000-0001-9359-6947>

² PhD (Economics), associate professor at project and process management department, «KROK» University, Kyiv, st. Tabirna, 30-32, 03113, Ukraine, tel. (044)-455-57-07, e-mail. YuriyP@krok.edu.ua, ORCID: <https://orcid.org/0000-0002-4903-3589>

Анотація. У статті визначено та проаналізовано пріоритетні фактори, які здійснюють значний вплив на формування мотиваційного механізму управління проєктами на стратегічно орієнтованих підприємствах. Визначено, що вдало підібраний персонал і не просто персонал, а кожен працівник окремо є незамінним для успіху як окремого проєкту, так і діяльності підприємства в цілому і, якщо підприємство в умовах сучасної високої конкуренції прагне розвиватися, воно не може собі дозволити розпорошеності як у підборі персоналу, так і у мотивуванні персоналу. Встановлено, що оскільки в центр уваги при розробці мотиваційного механізму управління проєктами було поставлено людину, то з'являється необхідність аналізу мотиваційного впливу на персонал під час реалізації проєкту. Також проаналізовано, що встановлення основних мотивів учасників команди проєкту, дозволяє зробити висновок, що всі вони впливають на ефективність стратегічного управління підприємством в цілому. В статті представлено та аргументовано структурування мотиваторів та демотиваторів мотиваційного механізму управління проєктами, що дає змогу узагальнити основні чинники впливу на команду проєкту та підвищувати стратегічну активність кожного учасника проєкту. В статті встановлено, що запорука успіху будь-якого підприємства, що реалізує проєктний підхід, буде полягати в розробці такої стратегії управління, при якій дії в компанії та її внутрішня структура будуть максимально відповідати зовнішнім умовам, а задля цього на підприємствах повинен розроблятися такий мотиваційний механізм управління проєктами, який буде відповідати системі стратегічного управління підприємством в цілому.

Ключові слова: проєкт, управління проєктом, мотивація, мотиваційний механізм, стратегічне управління, мотиваційний механізм управління проєктами
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Annotation. The article identifies and analyzes the priority factors that have a significant impact on the formation of a motivational mechanism for project management in strategically oriented enterprises. It is determined that well-selected staff and not just staff, but each employee is indispensable for the success of both the individual project and the enterprise as a whole, and if the company in today's highly competitive industry seeks to develop, it cannot afford dispersion in the selection staff and in motivating staff. It is established that since the focus of the development of the motivational mechanism of project management was a person, there is a need to analyze the motivational impact on staff during the project. It is also analyzed that the establishment of the main motives of the project team members, allows us to conclude that they all affect the effectiveness of strategic management of the enterprise as a whole. The article presents and argues the structuring of motivators and demotivators of the motivational mechanism of project management, which allows to summarize the main factors influencing the project team and increase the strategic activity of each project stakeholder. The article states that the key to the success of any company that implements the project approach will be to develop a management strategy in which actions in the company and its internal structure

will be as consistent as possible with external conditions, and for this the company must develop such a motivational mechanism of project management, which will correspond to the system of strategic management of the enterprise as a whole.

Key words: *project, project management, motivation, motivational mechanism, strategic management, motivational mechanism in project management*

Formulas: 0, fig.: 0, tabl.: 1, bibl.: 14

Introduction. At the present stage of development of Ukrainian enterprises in an unstable economy and economic crisis, the issue of further strategic development is acute, which determines the priority of formation and development of strategic management and in general and the motivational mechanism of project management in particular. Today, there are certain risks in the activities of enterprises, which determine the advantages and disadvantages of strategic management of enterprises [2]. The influence of various determinants has a significant impact on the strategic management of enterprises and, as a consequence, slows down the process of forming a motivational mechanism for project management [1].

Literature riew. The following scientists have made a significant contribution to the development of the theory and practice of strategic management and project management: O. Danchenko [12], S. Bushuyev [5], V. Morozov [5], S. Chernov [13], A. Levit [13], P. Kleiman [7], N. Prodanova [10], I. Petrova [8, 9], T. Shpilova [9], L. Dovgan [6], Z. Shershneva [14] and others. However, despite the presence of a significant scientific base, scientists have overlooked the problems of determining the driving forces, in particular, the levers of the motivational mechanism that determine and enhance the effectiveness of project management and strategic activity of enterprises. In the vast majority of works, the function of motivation is considered in the aspect of enterprise management in the short term, while motivating staff in the process of project implementation and motivation for strategic activity remains an undeveloped issue.

The issue of finding effective means of motivating staff to implement strategic objectives of the enterprise during the implementation of projects remains undeveloped.

Aims. The purpose of the study is to determine the state of motivational tools in the arsenal of strategic management during project implementation, and to develop recommendations for its improvement.

Results. The decisive factor for any enterprise in the implementation of projects is a well-selected, strategically active staff. And, since the focus of the development of the motivational mechanism of project management was a person, there is a need to analyze the motivational impact on staff during the project.

Enterprises that implement the project approach today are at the stage of their development and are a vivid illustration of the example of the implementation of strategic management, as they have a fairly large strategic potential. In this study, employees of such enterprises were offered questionnaires by the author, on the basis of which the main motivational measures carried out during the implementation of projects were identified and the possible reasons for employee dissatisfaction with the motivational mechanism of project management were identified [3].

Depending on the working conditions provided to employees of enterprises that implement the project approach, will depend on the employee's desire for career growth in the enterprise. The percentage of employees dissatisfied with working conditions is constantly increasing. Slightly slower, but still decreasing the percentage of those who are fully satisfied or partially satisfied with working conditions. This suggests that companies do not pay enough attention to this factor. But, despite the fact that a large proportion of employees are not satisfied with working conditions at all, and do not see their further development in these enterprises, there is still a potential majority who are partially satisfied. It is on them that the main attention should be focused, in order to motivate them for career advancement and strategic

orientation during the implementation of projects.

According to the extent to which the employee is satisfied with the material reward that the employee receives from work, will depend on the employee's desire to recognize and approve their work results. The study showed that the percentage of employees dissatisfied with their earnings is increasing slightly, but the number of employees satisfied with their earnings is also growing slightly. This situation is explained, first of all, by the fact that the working conditions of employees are constantly improving, and wages remain at the same level, or even less (in dollar terms), as at the beginning of their work. Consequently, workers who generate significant, ever-increasing profits and work hard enough do not receive sufficient and dynamically increasing remuneration for their work [4].

In our opinion, for the development of the employee's strategic thinking and focus on strategy during project implementation, such a factor as earnings should not prevail. Because if a person focuses only on meeting the need for money, a person is simply not able to reveal either the inner potential or direct action to the future. Therefore, in our opinion, the enterprises have such a large share of dissatisfied employees. Companies that apply the project approach should pay more attention to the material motivation of employees, because if the majority of respondents are partially satisfied or not satisfied with wages and only a little more than a tenth of all employees are satisfied with their pay, it means that wages in enterprises are not competitive and most of the needs of workers are not able to meet. Thus, one of the main conditions for the formation of a system of employee motivation in strategically oriented enterprises is not met.

Such a motivating factor as interpersonal relationships with superiors, colleagues, subordinates can be interpreted so that if the team is quite good friendly atmosphere, the employee seeks to perform those tasks that require a high degree of responsibility. That is, the better the atmosphere in the project team, the more willing employees are to take

action, and the more acutely they feel their responsibility for its implementation to members of the project team. Because there is a lot of trust and confidence in each other. After all, if the team is fully distributed responsibilities and employees are quite friendly to each other, it is more likely that team members will perform the work assigned to them quickly and efficiently.

The effectiveness of projects largely depends on the psychological climate in the team and the evaluation of the project team by its stakeholders.

Accordingly, we can conclude that this motivating factor is one of the decisive ones, as about 95% of all surveyed employees evaluate the project team and the relationship between the stakeholders as quite friendly and positive, which in turn leads to a high level of responsibility to colleagues and in front of the company.

No less important is the degree of self-control. Here we can say that if a member of the project team has the opportunity to directly control the work performed, has the right to give orders to other employees and feels important and those in power, it gets the potential for creative and business growth. As it remains indisputable that if a person has the opportunity to manage and feel the status and responsibility, one of the motives begins to be the desire for career growth, and consequently for the disclosure of creative potential.

However, as the results of the research showed, at the enterprises implementing the project approach, it is possible to observe a rather disappointing picture. Promotion of employees, their creative growth remains quite unchanged for several years. Sometimes employees have the opportunity to reveal their potential, but business growth as such does not occur. Only 7% of employees consider career growth to be one of the main motives for their work.

Therefore, in our opinion, we can draw the following conclusion. The most priority motivating factor for employees of enterprises implementing the project approach is interpersonal relationships. This factor is followed by the factor "Working conditions". After that - "Policy of the enterprise and

administration". In fourth place - "Earnings" and only in fifth place - "Career growth".

Having identified the main motives of the project team members, it should also be noted that they all affect the effectiveness of strategic management. And the effectiveness of strategic management is determined primarily by its successful implementation and achievement of all goals.

Thus, meeting the needs of employees of enterprises implementing the project approach, you can influence their strategic behavior, which is defined as the behavior of a legal or natural person, which the person chooses as a reaction to external and internal environmental factors; it is a manifestation of strategic thinking and finds expression in the mechanisms of strategy development and implementation.

Strategic behavior can and should be consciously formed on the basis of certain incentives, which, influencing a certain subject from the outside, direct its activities to achieve certain goals, create behavioral norms, standards and boundaries of activity. The effectiveness of the process of creating appropriate strategic behavior depends on the system of compensation for certain efforts and actions. The formation of strategic behavior is associated with the type of organizational culture that has developed and is formed in the enterprise, which implements the project approach.

To date, well-selected staff and not just staff, but each employee is indispensable. If the enterprise in the conditions of modern high competition wants to "survive and grow", it cannot afford dispersion both in selection of the personnel, and in motivation of the personnel.

Depending on how the manager decides on the motivation of work, will depend on the return of employees, the result of their activities.

In our opinion, the key to the success of any company that implements a project approach will be to develop a management strategy in which actions in the company and its internal structure will be as consistent as possible with external conditions. To this end, enterprises must develop a motivational

mechanism for project management, which will correspond to the system of strategic management of the enterprise as a whole.

Management of the motivational mechanism of project management aims to create comfortable conditions for employees to work. Thus, the organization of labor should be based on working conditions, means of production, organization of the labor process and many other factors (methods of work, working conditions, organization of the labor process, workplace testing, climate, working hours, providing the necessary tools, noise, labor process, lighting, work structuring, color, vibration, gases, vapors, dust). Motivational models must provide for an organizational system of incentives for monetary and non-monetary content.

According to the study, it can be concluded that the management of enterprises erroneously prioritizes the choice of incentives for their employees, giving preference to rather inefficient and ineffective motivators in creating a motivational mechanism for project management. After all, the needs and preferences of employees of enterprises are quite different from those needs and preferences that are "satisfied" by management.

The main disadvantage of the existing motivational mechanism for project management is that employees do not feel the current system of motivation at all. After reviewing this list of valid motives, they name only a few that actually work. In our opinion, this situation is due to the fact that the basic needs of employees in vital goods are not met. This is evidenced by the fact that 86% of employees are either completely dissatisfied with the pay system, or are only partially satisfied with it, as it was mentioned above.

With regard to the strategic orientation of employees of enterprises implementing the project approach, and their attitude to the existing motivational mechanism for project management, we can say that the vast majority of employees do not see prospects in their enterprises.

The reasons for this phenomenon, according to the survey, is that most employees do not see opportunities for career

growth in enterprises. This suggests that the company prevents the business development of its staff, and does not pay enough attention to it.

Some employees of enterprises claim that the lack of health insurance negatively affects their willingness to work at this enterprise in the future. One in ten says that further work is impossible with business overload. And about 7% of respondents want to do their own business in the future and perceive working at the company as an opportunity to gain experience, and the percentage of employees who want to do their own business is increasing.

However, employees of enterprises that implement the project approach, despite the shortcomings that they consider significant for themselves and those that prevent them from working in enterprises for the future, still say that there are advantages that motivate them to be confident in their will work in enterprises. Almost half of the employees of the enterprises claim that to be sure that they will work at the enterprise they are helped by rather friendly relations with the team. This once again confirms the fact that companies make sure that there is a friendly and relaxed atmosphere in the team.

According to the results of statistical observation, it can be concluded that the motivational mechanism of project

management does not fully meet the needs and requirements of employees. First, employees are not informed about all possible means of incentives. Second, most are not at all sure they have the prospect of continuing their work. Third, employee motivation is not systematic and most, of course, are not satisfied with it. Fourth, the decisive motivating factor for the work of employees is the social factor, as employees evaluate their team and relationships between subordinates are quite friendly and positive, which in turn leads to a high level of responsibility to colleagues and the company.

According to how the main motivators and demotivators of the motivational mechanism of project management meet the needs of employees, they can be structured and we can identify the most important of them. To do this, we will use the method of points and weight indices. According to the number of satisfied needs, we assign a score to each motivator from 1 to 5.

The weight index is assigned to each motivator according to the level of need that it is designed to meet. Next, we distribute the weight index among the main demotivators that arise in the formation of the motivational mechanism of project management and in accordance with the number of needs they interfere with, put points from 1 to 5. (Table 1).

Table 1

Structuring motivators and demotivators of the motivational mechanism of project management

No.	Motivators and demotivators of the motivational mechanism of project management	Weight index	Point	Impact vector
1	2	3	4	5
Motivators				
1	Power and influence	0,05	2	0,10
2	Career growth	0,10	2	0,20
3	Achievements	0,05	3	0,15
4	Variety of work	0,03	2	0,06
5	Self-improvement	0,05	3	0,15
6	Intangible incentives	0,05	3	0,15
7	Structuring	0,02	2	0,04
8	Changes	0,04	2	0,08
9	Recognition	0,05	3	0,15
10	Relationship	0,05	2	0,10
11	Interesting job	0,03	2	0,06
12	Useful work	0,02	2	0,04
13	Self-realization	0,05	3	0,15
14	Material incentives	0,15	4	0,60
15	Physical working conditions	0,03	3	0,09

16	Social contacts	0,05	2	0,10
17	Creativity	0,03	3	0,09
18	High salary	0,15	5	0,75
Demotivators				
1	Unreasonable gap in the level of payment of senior, middle and lower staff	0,05	3	0,15
2	Equalization of wages with unequal efficiency and relevance	0,05	2	0,1
3	Payment not on the end result	0,02	4	0,08
4	Lack of connection of the salary system with the results of the enterprise and the profit received by it	0,02	3	0,06
5	Degradation of the tariff system used at the enterprise	0,02	1	0,02
6	Lack of elements of stimulating the work of a particular employee for a specific contribution to the results of the enterprise	0,05	2	0,1
7	Devaluation of bonuses, which often become part of the salary	0,02	3	0,06
8	Demotivating leadership style	0,02	2	0,04
9	Injustice of remuneration for different work and different contribution	0,05	1	0,05
10	Staff mentality	0,02	2	0,04
11	Low level of wages, compared to family companies	0,20	2	0,4
12	The reluctance of some employees to increase the level of professionalism and efficiency	0,10	1	0,1
13	Opposition by the trade union to the introduction of more progressive systems of payment and incentives	0,02	2	0,04
14	Ignoring professional skills and knowledge, the complexity of the work performed	0,15	3	0,45
15	Lack of criteria for evaluating the activities of employees	0,15	3	0,45
16	Unilateral procedure for revising the terms of payment and incentives	0,02	2	0,04
17	Inflated salaries of "especially close" employees	0,02	2	0,04
18	Lack of flexibility in pay wages	0,02	2	0,04

Source: compiled by the author

Thus, in order to improve the existing motivational mechanism of project management, in our opinion, there should be a clear distinction between motivational factors and incentives for employees.

Conclusions. Summarizing the above, we can conclude that in enterprises that implement a strategic approach, there is a different application of staff incentives [5], which suggests the need for various means of effective motivation of their strategic activity. To increase the level of strategic activity and interest of team members of projects implemented at enterprises, recommendations have been developed for the use of a motivational mechanism for project management, taking into account the specifics of motivators and demotivators of project stakeholders.

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