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The causes of appearance and ways of staff's demotivation solving in organizations

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Abstract: In the article the principles of formation and operation of motivational systems as well as tasks, which solution will help to create the proper level of staff's motivation in organizations were distinguished. The list of demotivational factors and actions for elimination of demotivation is systematized and expanded. Based on the stages of demotivational process, measures to minimize or eliminate negative factors at each stage were proposed.

Keywords: motivation, demotivation, motivational process, motivational system, factors of demotivation.

1. Introduction

The process of workers' motivation requires new approaches to its implementation in organizations in nowadays environment. This is due to the influence of chameleonic conditions of external and internal environment of enterprises. Managers' activity should be aimed on formation of effective staff motivation system



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for conservation and improvement of financial performance, competitive products and parameters of production processes. Successful activity of the companies and the economy as a whole can be ensured only based on research of objectives, principles, methods, organizational structure of management, regulations and standards, the factors, which motivate employees to work and, conversely, cause demotivation.

2. Analysis of recent research and publications

Theoretical interpretation of the essence of concepts "motivation" and "demotivation", the selection of approaches to the implementation of motivational process and stages of this process, the alternative forms of staff motivation in organizations investigated by domestic and foreign scientists, including: Ye. Voznyuk, V. Zaharchenko, O. Zilberman, S. Ivanov, H. Kadyrbekova, H. Kozachenko, V. Kravchenko, R. Kulyk, O.Ye. Kuzmin, O. Morhulets, N. Perevozchikova, A. Pryhozhyn, H. Starynska, S. Shpytonkov, W. Erasmus, E.J. Ferreira, Edward E. Lawler, Jerry MacAdams, David A. Nadler, John B. Newstrom and others.

3. Unsolved aspects of the common problem

However, insignificant attention was paid to systematization of principles of formation and functioning of motivational systems in organizations, practical recommendations for detection and elimination of demotivation factors in the most of investigations. All this shows the importance of the subject and dictated the choice of investigation's directions.

4. Tasks stating

The aim of the investigation is to study theoretical concepts and develop practical recommendations regarding to the causes of appearance and ways of staff demotivation solutions in organizations.

Implementation of the goal necessitated the following tasks fulfillment:

- to summarize the theoretical aspects regarding to the categorical apparatus;
- to justify the need for utilization a number of principles of formation and functioning of motivation system;
- to explore the stages of implementation of motivational process;
- to identify the disadvantages of this process implementation;
- to systematize the investigation stages of functioning efficiency of the motivational system in organizations;
- to identify the factors that cause the appearance of staff demotivation in the organizations;
- to propose the measures aimed on minimization or elimination of negative factors influence on the implementation of the motivational process.

The object of the investigation is the process of motivation of workers activity in organizations.

The subject of the investigation are theoretical and methodological arrangements concerning the process motivation fulfillment of enterprise personnel.

Presentation of the basic material. The successful functioning of a market economy requires the innovative approaches to personnel management mechanism of enterprises. One of components of this mechanism is a system of staff motivation, which should be effective and flexible, to promote the increase of production and sales, rise of enterprise profitability and competitiveness, increase productivity and effective using of various enterprise resources. Important value has provision of balance and integrity of the motivation system, focused on the full utilization of enterprise labour potential, increase of staff income and effectiveness of activities. An effective motivation system rationally combines material and moral incentives, increases the working activity of staff, develops a sense of its belonging to enterprise performance, promote the reduces of staff turnover.

Motivation – is the process of prompting to effective activities aimed on achievement of organizational goals and provision of workers needs by intensification the impact of both internal and external factors on their activities.

Maintain the corresponding level of staff motivation in organizations helps to solve such tasks:

- the satisfaction of employee's needs;
- the formation of the accessory feeling of staff to the solution of problems and achievement of good results;
- the formation of the appropriate relationships in the team;
- the achievement of the enterprise aims.

The effectiveness of organization activity depends on both objective factors (chosen strategy and goals; provision of material, financial and human resources, sufficiency of production space, optimality of management organizational structure, etc.) and factors of motivational process (approach to the staff motivation, hierarchy

promotion according to merits, feedback of enterprise administration with subordinates, proper remuneration of enterprise personnel for tasks execution and socio-psychological climate in the collective).

The process of personnel motivation in organizations is unique and unpredictable due to the influence of various quantities of motivational factors on the performers of certain tasks, various degrees of influence of these factors on the activity results and various influence of identical motives on different people. Thus, the motivation process is complex and uncertain.

Model of motivational process is shown in Figure 1. In practice, there is no clear separation of stages of this activity, their quantity may also vary. However, emergence of need, search of ways to its satisfaction and implementation of aim are essential stages of this process.

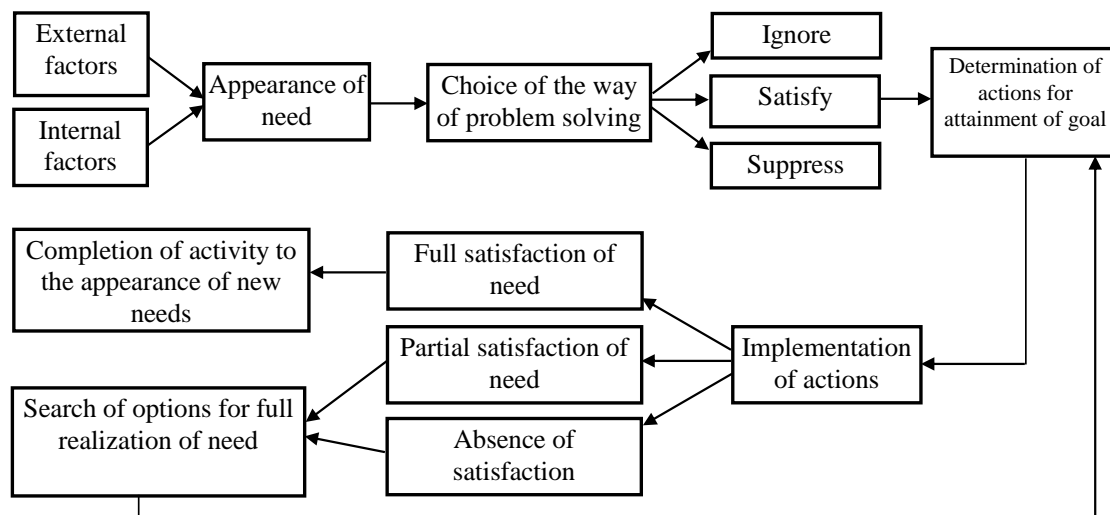


Figure 1. Model of motivational process

Source: developed by authors based on [1]

Under the influence of various factors, the level of organization's personnel motivation to effective work is reduced. This process takes place in several stages. Part of demotivational employees go all the stages of wish loss to proper operation at certain enterprise and free from it. Other staff may remain at one stage of demotivation process while continue to work in this organization. In this case, employees go to work in another subdivision or department, or continue to look the future job outside of company.

Analysis of the literature [2], [3] allows to distinguish several stages of demotivational process.

In the first stage of demotivation, the employee feels uncomfortable, but cannot establish the causes of its emergence: inappropriate level of management activity, unsatisfactory organization of labour at the workplace, impossibility to satisfy the personal interests. A manager needs to be a highly skilled HR manager if wants to notice the first signs of worker's discontent, because he does not publish it.

The next stage is characterized by the expression of discontent in open forms by demotivated employee: disagreement to perform the certain tasks of leaders or tasks performance in own way, partial fulfillment of functional responsibilities, aggressive behavior and dissatisfaction of motivation system in organization. Employee accuses the supervisor and administration of enterprise in all negative trends, but do not thinks about the alternative ways of problem solution.

In the third stage, worker analyses the advantages and disadvantages of his stay in this position, the possibilities of transition to other subdivisions of the same company, begins to look for work in competitive organizations and evaluates the expediency of enterprise change.

The fourth stage of demotivation the employee is separated completely from leaders. He lost fully the interest to activities in this subdivision (department) and decided to move to another work place in the same company or outside.

According to the stage on which the employee is, measures aimed on minimization or elimination of influence of negative factors are developed. For example, on the first stage it is enough to carry out the conversation with the employee, to deal with causes of discomfort and to propose the ways of problem solutions. If during the conversation the answers to questions of employee unsatisfaction are found and it is clear what the company can offer him, the development of demotivation can be avoided [4].

During the initial phase, employee does not show openly his discontent, frank conversation is difficult to conduct timely. In this case, we can offer a combination of different forms and ways for investigation the effectiveness of motivation. It is helpful to study not only the degree of staff demotivation, but also motivational climate in different subdivisions and in the organization as a whole.

If the results of selective investigation of employees work in different departments and subdivisions show the presence of dissatisfaction, the studied individuals are already in the second stage of demotivation process. It is advisable to conduct a continuous survey in writing form with the aim to determine the causes of staff's motivation loss, which think about the need to change the workplace. The personal questions should be related to the study of leadership style, the climate in the team, the dimensions of pecuniary reward, the solution of personal problems of employees and their career opportunities.

When the interest to work is lost completely (fourth stage), HR managers need to decide about dismissal of employee from organization or transfer to another workplace, if he is a valuable person for organization. In the second case, you can offer to transfer the employee to another department or service at the same hierarchical management level or on higher or lower level of career ladder.

Thus, the investigation and improvement of motivation system of organizations are carried out in such order: analysis of current situation, generalization of the results of the current situation analysis, scheduling and implementation of planned activities [5]. It is important to mention another stage of this process – the development of strategy for reformation of motivational system.

Regarding the process of implementation of current situation analysis, it is necessary to do the following:

- staff periodic observations during the implementation their functional duties and during the execution other tasks;
- individual conversations of managers with staff as to fulfil the production targets and the level of financial and moral incentives;
- anonymous or open surveys according to certain questions;
- discussion of limitations of the motivational system during collective gatherings.

The result of the first phase is acquisition of information about the presence and absence of motives during the implementation of different types of work at different workplaces.

At the next stage, you need to summarize the results of the current situation analysis. This work forecast the summary data for various services, departments, hierarchical levels and for implementation of various projects (works). Conducted investigations allows to establish a list of motives, for satisfaction of which the staff waits and also the factors which negatively effect on the incentives of workers. They can be general for a certain collective as well as individual.

Analysis of the literature sources shows that after the establishment of the list of reasons that should be satisfied and the factors that cause the demotivation, a complex of measures aimed on increase the effectiveness of motivational systems, rise of labour productivity and reduce of staff turnover should be developed (Table 1).

Motivation of staff in organizations should be carried out by using of different methods and influence techniques. Managers must continuously improve motivation manners, their individualization and adaptation to different production situations. All of these activities should be based on company strategy concerning the reformation of motivational system.

Application of strategic approach allows to react timely on change of conditions of the enterprise functioning, to attract the highly skilled managers which can solve the complex problems, to combine or crumble different directions of organization activities, to use the global information networks, to implement the high culture of management. Development and permanent adjustment of strategy reduce the demotivation by bringing to conformity of company activity goal and the system of motivation.

Therefore, for decrease of employees demotivation we can offer the following principles of formation and functioning of motivational systems:

- development of effective system of staff motivation as one of the most important components of motivation mechanism which should achieve the goal of organization activity;
- rational combination of general and individual forms of workers stimulation;
- application of individual approach to motivation with taking into account skill level, experience, position, timeliness and fullness of tasks implementation;
- use of objective system of evaluation indices of staff labour effectiveness to define the contribution of separate worker into the activity results of the enterprise as a whole or its subdivisions;
- implementation of monitoring the current system of staff motivation through involvement to this process both enterprise employees and external consultants;
- consideration of motives variation in time;
- justice, availability, intelligibility of staff motivation system;
- clear separation of tasks according to positions, professions, authority;
- flexibility and controllability of motivational system;
- introduction of non-traditional forms of material and moral stimulation of staff.

Table 1. Causes of appearance and measures for elimination of demotivation

Factors of demotivation	Measures for elimination of demotivation
<p>Administrative:</p> <ul style="list-style-type: none"> - lack of a systematic approach to motivation of subordinates; - motivation system is based only on financial incentives; - non-coordination of motivation system with the purpose of enterprise activity and needs of staff; - inappropriate attention of leadership to the process of motivation; - managers have the limited theoretical knowledge in personnel management; - lack of experience and the inability of leaders to put into practice theoretical knowledge; - ignoring the ideas of subordinates; - partial use of the abilities, knowledge and skills of personnel; - incorrect assessment of the merits of subordinates; - lack of psychological support of staff. 	<ul style="list-style-type: none"> - taking into account the influence of factors package on the staff activities; - combination of material and moral stimulation of employees; - creation of flexible motivation system that would be constantly corrected and combine the goal achievement of the enterprise and staff stimulation; - implementation of process of employees motivation along with other kinds of the organization activities; - increase of requirements to the evaluation of future managers during their job placement; - conducting seminars, competitions, trainings, studies on extension courses; - consideration of all the innovative ideas of employees; - fulfillment of various tasks employee with the aim to use fully his potential; - implementation of evaluation process taking into account the volume and quality of tasks; - creation of proper psychological climate in the team.
<p>Operating:</p> <ul style="list-style-type: none"> - limitation of resources for proper stimulation of the organization employees; - lack of time for the process of motivation implementation; - disadvantages in the communication process; - improper level of labor organization. 	<ul style="list-style-type: none"> - establishment of remuneration according to applied efforts and qualification; - investigation of the most important needs of each employee and establishment of corresponding remuneration; - adjusting of information exchange between employees of different levels, departments and offices; - ordered, coordinated and directed cooperation of staff for aim achievement.
<p>Personal:</p> <ul style="list-style-type: none"> - unrealistic expectations from activities in the organization; - lack of ownership to the results of company activity; - unpredictable of employees behavior; - different level of personnel response on the same motivational factors; - lack of career growth. 	<ul style="list-style-type: none"> - substantiation of realistic information about the organization activity to the employees; - constant informing of staff about results of the organization activity, team spirit forming; - investigation of motivational mechanism structure for each employee; - consideration of features of motivational influence on the behavior of each employee; - change of employee status without change position; motivation for achievement the significant intermediate results, performance of important tasks; promulgation of schemes of career increase.

Source: developed by authors based on [2], [3], [6], [7].

5. Conclusions and prospects of further investigation

Based on the above we can conclude that the managers of different levels should not only encourage employees to effective activities, but also be able to remove demotivation. We should mention about the necessity of integrated approach to this process, because motivation of organizations staff takes into consideration basic human needs: physiological, safety, economy, identity, social acceptance, self-expression, so.

Measures of demotivation should be aimed both on the improvement of employees work and enterprise as a whole.

As for workers, the process of motivation of their activities should be based on a regular diagnostics of their activities through open and anonymous research, establishment of rational criterions of activity results evaluation, maximum satisfaction of the requirements to the material support and moral stimulation. Requirements for recruitment, its professional development, job responsibilities and varying duration and

schedule, rules of career displacement, proportion of constant and variable parts of salaries, social protection packages should always be in sight HR managers.

As for the enterprise on the whole, the process of motivation must be based on the study of the experience of foreign organizations and domestic companies which are successful in this direction of activity; analysing the strengths and weaknesses sides of company activity, which are closely connected with the process of stimulation; design and adoption of proper implementation system, monitoring and regulation of motivational activities.

Determination of application reasonability of non-traditional forms and methods of motivation of organization workers; the process of formation and use of information database for recruitment, relocation and training of personnel; problems of social protection of personnel in organizations need further investigation.

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Причини виникнення та способи усунення демотивації персоналу організацій

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Анотація. У статті виділено низку принципів формування і функціонування мотиваційної системи, а також завдань, вирішення яких сприятиме створенню належного рівня мотивування персоналу організацій. Систематизовано і розширено перелік демотиваційних чинників та дій щодо усунення демотивації. На основі виділення етапів демотиваційного процесу запропоновано заходи, спрямовані на мінімізацію або ліквідацію впливу негативних чинників на кожному з етапів.

Ключові слова: мотивація, демотивація, мотиваційний процес, мотиваційна система, демотиваційні чинники.

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Причины возникновения и способы устранения демотивации персонала организаций

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Аннотация. В статье выделен ряд принципов формирования и функционирования мотивационной системы, а также задач, решение которых будет способствовать созданию надлежащего уровня мотивации персонала организаций. Систематизировано и расширено перечень демотивационных факторов и действий по устранению демотивации. На основе выделения этапов демотивационного процесса предложены меры, направленные на минимизацию или ликвидацию влияния негативных факторов на каждом из этапов.

Ключевые слова: мотивация, демотивация, мотивационный процесс, мотивационная система, демотивационные факторы.

Appendix A. Supplementary material

Supplementary data associated with this article can be found, in the online version, at <http://dx.doi.org/10.14254/2223-3822.2016.14-1.16>

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Використана література

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