

MANAGEMENT PROBLEMS RESEARCH METHODOLOGY MATTERS IN THE IN MANAGEMENT OF MOTIVATION COMPONENT OF THE BUSINESS PERSONNEL SECURITY

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It has been established that many methods using qualitative and quantitative indicators are used to study the problem of motivating the personnel of modern companies, assessing the level of motivation, efficiency and loyalty of employees. Expert methods of analysis have gained particular popularity, as they make it possible to justify, explain and specify the obtained results, using the experience of the expert group. Considerable attention should be paid to the process of forming an expert group, determining the level of expertise of experts, planning their number. When using quantitative methods, the emphasis is on the number of indicators that need to be calculated, on establishing permissible deviations from existing normative values, on choosing a scale for scoring, forming ratings. Features, advantages and disadvantages of various research methods of management problems in the management of the motivational component of personnel security of business are summarized. It has been established that quantitative methods have such characteristics as the ability to compare results over time, comprehensibility, and a high level of formalization, however, there are disadvantages such as the complexity of the calculation and the large amount of data required for analysis. Qualitative methods are characterized by such features as the possibility of obtaining expert information and comments, the absence of the need for complex calculations, the possibility of obtaining information from various sources, however, there is a risk of interpretation inaccuracies, a low level of formalization of the methodical procedure and expertise of the expert. Internal research involves the possibility of using information with limited access, specific data, high reliability of information for analysis, however, there is a possibility of subjective interpretation and distortion and concealment of facts. External research is characterized by the professionalism of analysts and third-party experts, the absence of conflict of interests, objectivity and the possibility of comparison with other practices and companies, however, there is a possibility of not being able to take into account the specifics of the company's activities and the peculiarities of its management.

Keywords: methodology, management, management science, personnel security of business, personnel motivation.

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Formulation of the problem in general terms. Staff motivation is an important aspect of management, especially in wartime conditions. On the one hand, the professional personnel resource that remained at the enterprises needs support, and its preservation, first of all, through the use of traditional and innovative methods of motivation, becomes an important management task. On the other hand, the state of constant stress, anxiety, emotional and physical exhaustion, in which all citizens of Ukraine are now without exception, often makes it impossible to focus on professional tasks and perform them competently, which raises the question

of finding new tools for motivating staff to work diligently as well as new means for maintaining the loyalty of employees in the conditions of the emergence and spread of all new types of risks, which become triggers for changing the place of work, residence, and dismissal of employees.

The above-mentioned applied problems of personnel management should primarily be solved at the theoretical and methodological level. It is important for HR management to set the goal of identifying the interests and desires of employees, to determine motivational factors, as well as demotivators for the effective organization and

implementation of the work process, to establish cause-and-effect relationships in the actions or inaction of personnel in order to skilfully correct them by means of managerial and motivational influences. Personnel management or HR management as separate fields of management science have their own broad research areas, developed research methodologies, tools and information base. However, the variability and constant transformations of the HR management process at the practical level require constant updating of the concepts of personnel motivation, and in particular, should apply to the methodology of researching management problems in the management of the motivational component of personnel security of business.

Analysis of recent research and publications.

Foreign researchers raise in their publications general issues of the methodology of researching management problems. Dźwigoł H., Dźwigoł-Barosz M. conduct scientific research methodology in management sciences [1], Bazeley P. studies mixed methods in management research [2], Vivek R., Nanthagopan Y. conduct review and comparison of multi-method and mixed method application in research studies [3]. As for the problematic aspects of personnel management and the methodology of their study, Ustilovska A.S. conducted analytical studies of the modern level of application of innovative methods of personnel management [4]. The motivational component and its methodological support are also actively studied by domestic scientists. For example, Popadynets I.R., Kinash I.P. offer a methodical approach to the study of motivation as a factor in the development of the organization's personnel [5], Furman D.H. specifies the theoretical and methodological principles of the personnel motivation formation at the enterprise [6], Ovcharuk O.M. takes care of the transformation of the methodology of personnel stimulation and motivation [7], Trehub K.M., Trehub Ye.M., summarize the problems and methods of improving the motivation of the personnel of tourism companies [8]. In the context of the study of the issue of business personnel security, it is appropriate to mention the publication of Romanova O.V. devoted to the methodology for researching the phenomenon of organizational commitment in the personnel of medical institutions [9]. Problems of ensuring personnel security are raised in the source [10].

Highlighting previously unresolved parts of the overall problem. Regardless of the developed and established canons and conceptual foundations of the methodology of researching personnel management problems in the scientific field, applied problems of personnel motivation in modern companies pose new theoretical and methodological challenges to scientists and require well-founded answer. Issues of personnel security of business are actualized by wartime trends, Ukraine's rapid loss of intellectual and personnel potential, labour force, and human capital. That is why the study of the research methodology of management problems in the management of the motivational component of business personnel security is relevant and able to provide informational support to everyone who aims to make balanced management decisions in conditions of uncertainty.

Formation of the objectives of the article. The purpose of this publication is to specify the modern methodology for researching management problems in the management of the motivational component of personnel security in business. In order to realize the set goal, several tasks are singled out, in particular, to conduct an overview of the most popular tools and approaches to the methodology of researching management problems in HR management and to establish the features, advantages and disadvantages of various methods of researching management problems in the management of the motivational component of personnel security in business, to make assumptions about the feasibility of their use in modern management science and regarding the possible directions of their modernization.

Methods of research. During the study of the available features of the methodology of identifying current management problems in the management of the motivational component of personnel security of business and searching for opportunities to solve them in the theoretical plane, the monographic method and the method of content analysis of information from specialized scientific literature were actively used. To clarify the features, advantages and disadvantages of various methods of researching management problems in the management of the motivational component of business personnel security, generalization and systematization techniques were used, as well as a graphic method for visualizing the achieved results.

Results of the study. When researching issues of staff motivation in modern enterprises, managers use various methods, most often in a combination of approaches of quantitative and qualitative analysis of indicators that characterize the state of staff stimulation for effective work, the level of staff satisfaction with working conditions, the amount of its payment, timeliness, climate in the team, management attitude to subordinates, etc. Studying the aspect of personnel security, we note that it is important to combine both external and internal diagnostics, inviting external experts to assess the state of staff motivation. Despite the fact that companies usually try to keep such information secret, only in front of an external expert will employees be able to objectively and honestly answer provocative questions, such as: Do you plan to change your job? Are you satisfied with the level of management? Do you keep a work-life balance? Is there discrimination in the team (are there signs of ageism, nepotism, bullying)? etc. And if the goal of the company manager is to obtain a reliable assessment of the state of staff security, its motivational component, in this case it is necessary to resort to outsourcing or out staffing to conduct a comprehensive and objective study.

Studying and applying methods of researching problems of modern personnel management, Ustilovska A.S. suggests using the tools of praxeology. «Praxeology – is the science of organizing and managing any human activity in order to optimize it, to improve its efficiency» [4, p. 222]. In the context of his own analytical research, Ustilovska A.S. uses such methods as cluster analysis and expert survey (it is noted that the main condition for the application of the expert

method is the selection of highly qualified experienced specialists and leading scientists in the analysed field, and the suggested approximate number of such experts, sufficient to ensure the reliability and scientific value of the research – 10–20 people). Also, a feature of the expert method is the need to estimate the average degree of agreement of the opinions of all experts using the concordance coefficient for the case when there are related ranks (the same rank values in the assessments of one expert) [4, p. 223].

The researcher also indicated the expediency of using the growing total method to form a general evaluation indicator [4, p. 231].

Popadynets I.R., Kinash I.P. at the level of using the expert method during the study of the state of staff motivation at enterprises suggest using the method of self-diagnosis of the individual, which consists in «independent assessment by the individual of his own degree of satisfaction with motivation factors on a five-point scale; the obtained data are summarized and the degree of motivation is determined on a scale» [5, p. 178–179]. For the use of this method, a problematic issue may be the development of a questionnaire for conducting a diagnostic procedure, ensuring the anonymity of the survey, as well as the need to provide clear instructions to respondents on filling out documents, providing answers to questions, etc., which requires professional methodological training from the initiators of such studies.

Such a method of studying the effectiveness of employees as evaluating their achievement of predetermined key performance indicators (KPI) is gaining popularity. Such assessment is quantitative, it occurs by comparing the planned value of the indicator with the actual one, determining the deviations, often in percentages. For motivation, such an assessment serves as an information basis for determining the expediency and size of the employee's incentives, taking into account the fulfilment or non-fulfilment of the set tasks. The advantages of using the KPI system are the ability to establish the level of employee participation in the achievement of general and specific goals of the company, both strategic and tactical, the ability to compare results in retrospect in order to establish progress, and the disadvantages are the linking of the indicator to a specific deadline and time of its implementation and the inability to measure with KPIs such achievements that are mutually exclusive. It is worth remembering that the number of such indicators that will be set before the employee should be small, and the deadlines for their implementation should be clear and specific.

To the calculation of KPI in the context of personnel evaluation, the calculation of OKR (Objectives and Key Results) can be added to analyse the level of achievement by the employee of his strategic goals, for example, the benchmarks declared in his individual career trajectory.

Statistical indicators calculated at the national or regional levels can serve as a basis for comparing quantitative indicators of staff motivation. I.R. Popadynets, I.P. Kinash note: «Evaluating the level of motivation of employees as an indicator of the effectiveness of managerial work is considered in comparison with the indicators of economic

development and the standard of living of the population: the minimum wage and the living wage» [5, p. 180].

Romanova O.V. suggests to use various questionnaires, scales and subscales, point evaluations to confirm or refute the statements offered to respondents to assess the level of commitment of personnel to the company [9, p. 101]. Usually, the disadvantages of this method are: too many questions that tire the respondent and too many possible answer options (for example, when a point scale from 1 to 10 is used and each point corresponds to a specific statement or situation, the description of which the respondent needs to read and think about).

Figure 1 presents the features, advantages and disadvantages of various methods of researching management problems in the management of the motivational component of business personnel security.

After assessing the level of employee motivation, a new methodological challenge is the selection of personnel stimulation methods. In particular, Ovcharuk O.M. states that «the choice of the method of stimulation is determined by the situation» [7, p. 51], but it is worth to add that stimulation also depends on the resource base available to the enterprise and on the information that the manager has about the employee – his needs, interests, preferences, motives for work. To obtain this information, the methods of questionnaires, surveys, monitoring and observation mentioned above are actively used. It is important that the periodicity of updating and supplementing information about employees is established at the management level of the enterprise. The relevance of data plays a large role in the study of the problem of managing personnel motivation in the context of ensuring business personnel security.

Conclusions. The study of the research methodology of management problems in the management of the motivational component of business personnel security made it possible to draw the following important conclusions.

1. As a result of the content analysis of scientific publications of foreign and domestic scientists, it was established that many methods using qualitative and quantitative indicators are used to study the problem of stimulating the personnel of modern companies, assessing the level of motivation, efficiency and loyalty of employees. Expert methods of analysis have gained particular popularity, as they make it possible to justify, explain and specify the obtained results, using the experience of the expert group. However, expert methods have a low level of formalization, and therefore, wide opportunities for both collecting and interpreting the obtained results. Therefore, considerable attention should be paid to the process of forming an expert group, determining the level of expertise of experts, planning their number, etc. When using quantitative methods, emphasis is placed on the number of indicators that need to be calculated, on establishing permissible deviations from existing normative values, on choosing a scale for scoring, forming ratings, etc.

2. The features, advantages and disadvantages of various methods of researching management problems in the management of the motivational component of business personnel security are summarized, in particular,

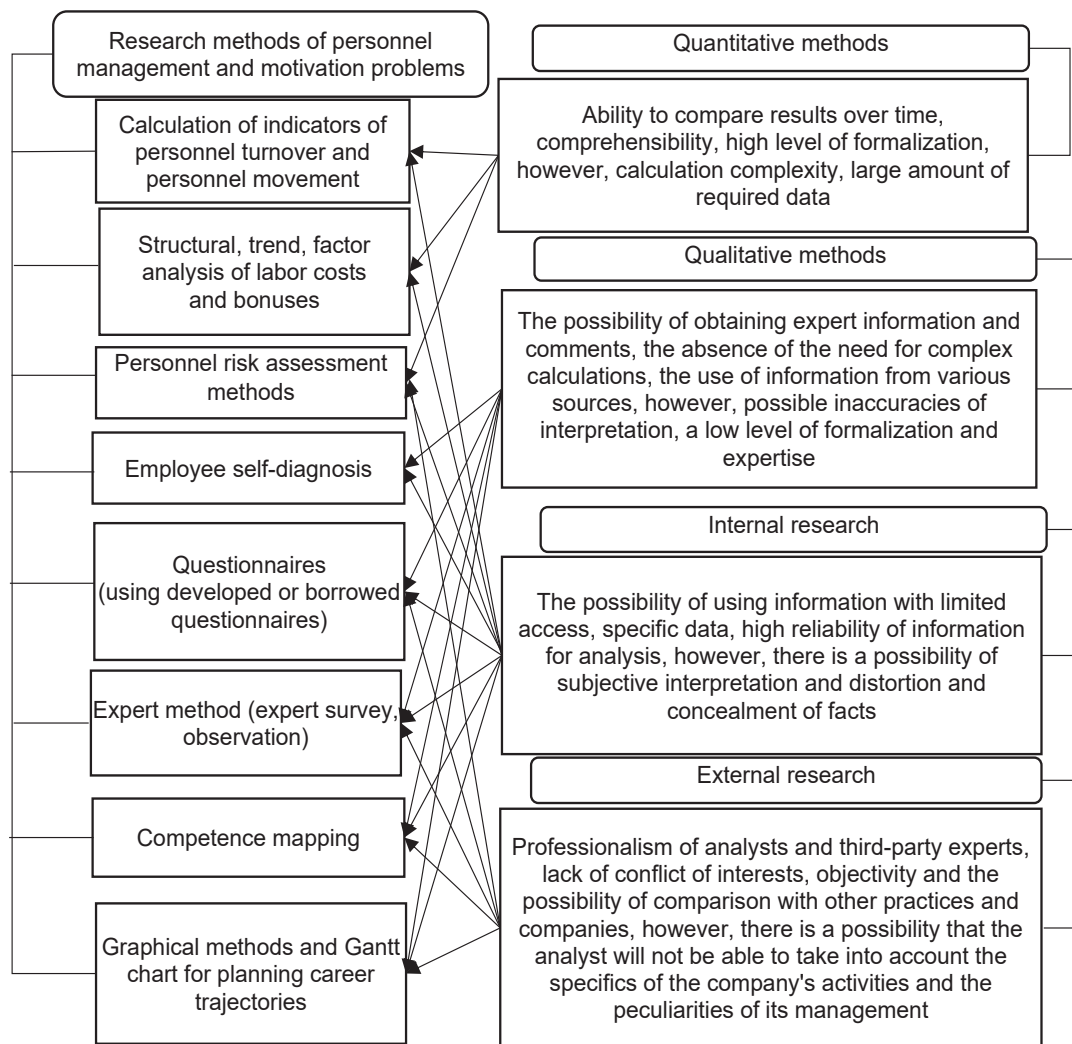


Figure 1. Features, advantages and disadvantages of various methods of researching management problems in the management of the motivational component of business personnel security

Source: compiled by the authors

such as the expert method (expert survey, observation), graphic methods and the Gantt chart for planning career trajectories, mapping competencies, questionnaires (using developed or borrowed questionnaires), structural, trend, factor analysis of labour costs and bonuses, personnel risk assessment methods, employee self-diagnosis, calculation of personnel turnover and personnel movement indicators. It has been established that quantitative methods have such characteristics as the ability to compare results over time, comprehensibility, and a high

level of formalization, however, there are disadvantages such as the complexity of the calculation and the large amount of data required for analysis. Qualitative methods are characterized by such features as the possibility of obtaining expert information and comments, the absence of the need for complex calculations, the possibility of using information from various sources, however, there is a risk of inaccuracies in the interpretation, a low level of formalization of the methodological procedure and expertise of the expert.

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МЕТОДОЛОГІЯ ДОСЛІДЖЕНЬ ПРОБЛЕМ МЕНЕДЖМЕНТУ В УПРАВЛІННІ МОТИВАЦІЙНОЮ СКЛАДОВОЮ КАДРОВОЇ БЕЗПЕКИ БІЗНЕСУ

Встановлено, що для дослідження проблеми стимулювання персоналу сучасних компаній, оцінювання рівня мотивації, ефективності та лояльності працівників використовується багато методів, що оперують якісними та кількісними показниками. Особливої популярності набули експертні методи аналізу, оскільки вони дають змогу обґрунтувати, пояснити та конкретизувати отримані результати, із використанням наявного у експертній групі досвіду. Значну увагу потрібно приділяти процесу формування експертної групи, визначенню рівня компетентності експертів, плануванню їх кількості. При використанні кількісних методів акцент робиться на числі показників, які потрібно розрахувати, на встановленні допустимих відхилень від існуючих нормативних значень,

на обранні шкали для бального оцінювання, формування рейтингів. Узагальнено особливості, переваги та недоліки різних методів досліджень проблем менеджменту в управлінні мотиваційною складовою кадрової безпеки бізнесу. Встановлено, що для кількісних методів притаманні такі характеристики, як здатність до порівняння результатів у часі, зрозумілість, високий рівень формалізації, однак, існують такі недоліки, як складність розрахунку та велика кількість потрібних для аналізу даних. Для якісних методів властиві такі риси, як можливість отримання експертної інформації та коментарів, відсутність необхідності складних розрахунків, можливість отримання відомостей із різних джерел, однак, існує ризик неточностей трактування, низький рівень формалізації методичної процедури і фаховості експерта. Внутрішні дослідження передбачають можливості використання інформації з обмеженим доступом, специфічних даних, високу достовірність інформації для аналізу, однак, існує ймовірність суб'єктивного трактування та спотворення і приховування фактів. Зовнішні дослідження характеризують професіоналізм аналітиків і сторонніх експертів, відсутність конфлікту інтересів, об'єктивність і можливість порівняння з іншими практиками і компаніями, однак, існує ймовірність не здатності врахувати специфіку діяльності компанії і особливості її менеджменту.

Ключові слова: методологія, менеджмент, наука управління, кадрова безпека бізнесу, мотивація персоналу.

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