

A.V. Golosov

Student of social and theological faculty,
Belgorod State University (BelSU), Belgorod

MOTIVATING EMPLOYEES TO PARTICIPATE IN DECISION MAKING

Annotation. This article attempts to examine the motivation of employees to participate in decision-making in the organization. Motivation is studied as a factor in the development of the organization

Keywords: motivation, decision making, organization, measurement of motivation, joint activity.

Employee motivation is a key activity of the Manager and HR Department of any organization. Motivation includes a set of incentives that affect the results of work.

The presence of an effective system of employee motivation that contributes to the quality of their performance of their duties, forms the responsibility for the company's activities as a whole. If employees feel responsible for the overall result, then there is a need to develop methods to involve them in decision-making.

The importance of the measurement of employee motivation. This method is necessary to assess the level of readiness of employees to participate in decision-making. This process is important for organizations that want to improve their performance. Usually, the measurement of motivation is carried out in the form of a questionnaire or observation.

A qualitative measurement of motivation and ways to increase it serve as a source of development of the organization and gaining competitive advantages. The managerial decision affects the economic, organizational, social, legal and other interests of the organization. Based on this, the most motivated employees should be involved in making managerial decisions.

Attracting employees to the management decision-making process is one of the factors that allows you to gain an advantage in a competitive environment. The system for measuring employee motivation to make management decisions offers a degree of data processing, which makes it possible to use them in the process of making management decisions.

Thus, measuring employee motivation to participate in decision-making is a factor that contributes to the development of the organization. This factor includes the interaction of managers and subordinates of the organization. The study of motivation theory, its types, structure and features is an important process for applying this method of management.

The main part of the study is the need that motivates the employee to work more effectively. In history, two categories of motivation theories have been formed: substantive and procedural.

Meaningful theories of motivation are based on a person's needs. Such needs are based on a state of discomfort. These needs should include innate, primary, and acquired. The main representatives of this theory are Abraham Maslow, Frederick Herzberg, and David McClelland.

The procedural approach to motivation is based on external evaluation. This evaluation should include receiving rewards, praise, and appreciation.

This approach includes the following basic theories: Victor Vroom's Theory of Expectations; Theory of justice D. Adams; Porter-Lawler Model; The theory of goal setting E. Lock.

Studying the history of motivation theories allows you to develop recommendations for activating the activity of employees. Recommendations should be aimed at combining the interests of employees and the goals of the organization. Unity of interests should be transformed into a collective action.

A set of measures aimed at improving the motivational environment should be based on the method of interpersonal contact. Such events should include informal joint events (holidays, sporting events, etc.). such events will help to create a motivational environment for the organization and improve performance.

Creating an effective employee motivation system and measuring it are important tasks that affect the quality of management decisions. In the development of an organization at any level, the motivation of its employees plays an important role, and one of the tasks of a Manager is to find methods that can motivate an employee to work.

List of sources and literature

1. Арджирис К. Личность и организация / К. Арджирис. = М.: Инфра-М, 2004. - 563 с.
2. Герцберг Ф. Мотивация к работе / Ф. Герцберг. – М.: Вершина, 2007. – 240 с.
3. Макклелланд Д. Мотивация человека / Д. Макклелланд. – СПб : Питер, 2007. – 672 с.
4. Likert R. New Patterns of Management / R. Likert. – New York: McGraw-Hill, 1967. – 279 p.
5. Mayo, E. The Human Problems of an Industrial Civilization / E. Mayo, Boston: Routledge, 1977. – 204 p.
6. McGregor D. The Human Side of Enterprise: 25th Anniversary Printing / D. McGregor. – New York: McGraw-Hill, 1985. – 256 p.