

THE ROLE OF MOTIVATION OF MANAGEMENT SUBJECTS FOR THE IMPLEMENTATION OF EFFICIENT STRATEGIC MANAGEMENT

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Abstract. The article analyzes the types and methods of motivation in the public administration system from the perspective of the subjects of management and generalizes them. The purpose of the article is to generalize the types and methods of motivation in the public administration system from the position of the subjects of management in the implementation of effective strategic management. For this purpose, the article analyzes the concepts of "information tension", "non-material motivation", "information motivation", "social motivation", "ideological motivation". The concept of "strategic motivation in public administration" is disclosed and analyzed. To generalize the principles of motivation in the field of management, a systematic method, a historical method, was used. To analyze the concept of "strategic motivation in public administration", the method of abstraction, analysis, induction was used. To form a systematic approach to the implementation of strategic management in terms of dividing into groups of management subjects, a systematic and functional method was used. The characteristic of the principles of motivation of management subjects was carried out in order to improve the efficiency of strategic management. The concept of "strategic motivation in public administration" is generalized as a process of stimulating the object of implementing the strategy to carry out activities aimed at developing a public authority or state structure, increasing the level of their recognition and trust and increasing requests for their services and the desire to consume and improve them in within the chosen strategy.

Keywords: public administration, motivation, subject of management, strategic management, strategic motivation in public administration.

JEL Classification: H80, H83

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Introduction. The question of motivation in strategic management appears at each stage of the strategy implementation. Rewarding the participants in the strategic process in some cases increases the productivity of the staff and accelerates the achievement of the goal. However, for each of the conditions it is necessary to use the motivation most suitable for such a case. In addition, in some cases, non-standard approaches to motivation should be used. Information motivation in strategic management plays one of the key roles.

Information provision and access to information of citizens play a crucial role in public administration. Citizens of the state should have every opportunity to access information sources, receive socially important information from the state, use information without restrictions, except for those established by law. Citizens of a democratic state should choose for themselves what information to use and how to understand it.

The absence or artificial restriction of such access often leads to the emergence of unreliable, distorted information, which can cause significant harm to both the organization and the specific project that it is implementing.

Literature review. The article summarizes the preliminary developments of the authors and reveals the role of motivation of management subjects, in particular, due to the peculiarities of humanization of the management sphere in the context of globalistic processes and decentralization changes; through the use of innovative methods of management, in particular, through the competent mechanism for the implementation of management. A separate generalization of developments and sources of information concerns the theoretical and methodological aspects of the functions of the public service as an integral element of management [1-5].

Aims. The purpose of the article is to generalize the types and methods of motivation in the public administration system from the position of the subjects of management in the implementation of effective strategic management. For this purpose, the article analyzes the concepts of "information tension", "non-material motivation", "information motivation", "social motivation", "ideological motivation". The concept of "strategic motivation in public administration" is disclosed and analyzed.

Methods. To generalize the principles of motivation in the field of management, a systematic method, a historical method, was used. To analyze the concept of "strategic motivation in public administration", the method of abstraction, analysis, induction was used. To form a systematic approach to the implementation of strategic management in terms of dividing into groups of management subjects, a systematic and functional method was used.

Results. Motivation is the process of stimulating employees to carry out effective activities aimed at achieving the goals of the enterprise in management. Motivation is necessary for the effective implementation of the decisions made and planned tasks, and therefore the focus is on the needs of the person, and the person is the object and subject of personnel management [1].

It seems that information can also be noted, the same information can either stabilize or destabilize the situation, depending on the addressee of this information, the context, the degree of tension in the information space.

The dissemination of unreliable in strategic public administration or distorted information leads to a number of complications, on the one hand, objects of strategic management - the public, and on the other - subjects - participants in the process of implementing the strategy. There are rumors, false conclusions, which play a rather important role in shaping the relationship of state institutions with citizens. Sometimes rumors seem more convincing than the facts listed in the media or made public by the government. Rumors spread most often when there is an information vacuum, therefore, omissions or delays in information should be avoided, since conjectures that grow into rumors become the basis of public opinion on a certain issue and the state will not have to form the basic, but replace the citizens' beliefs that have been formed by rumors.

It should be noted that the change in emotional states caused by destructive information influences among all participants in the implementation of the strategy can lead to a negative trend in the systematic implementation of the strategy, because a

certain state arises that disorients active participants and reduces their motivation, creating doubts about achieving the ultimate goal, generating information tension.

Information tension is a state of the information space, which is characterized by the presence of multi-vector and diverse information flows that fill the main channels of information dissemination, disorientate recipients, create a state of discomfort, uncertainty and anxiety.

Using the basic methods of increasing motivation and understanding the specifics of using information dissemination channels, it is possible not only to correct the information of participants in the strategic process, but also to regulate motivation, avoiding a state of information tension, that is, to implement strategic motivation.

Strategic motivation is a process of internal stimulation of the target audience to carry out certain activities aimed at the development of the organization, increasing its level of recognition and a long-term increase in requests for its products and services, i.e. and improve this product. In other words, strategic motivation acts as a tool for implementing the chosen strategy and developing the organization.

There should be at least two groups motivated in the implementation of the strategy in strategic management: the first is the subjects of the strategic process, namely the members of the strategic management group and activists of their network, and the second is the objects of the strategic process as representatives of the object of the strategy, in particular the public, representatives of a particular industry, the organization to which strategic management is directed, etc.

Involvement in major changes in society is the most effective type of non-material motivation, since in this case it is primarily not about the primary satisfaction of needs, but about higher motives, such as self-realization as an engine or part of the system of social development, public recognition, popularity, etc.

For each of the individuals, non-material motivation differs in content. It can be professional and individual motivation. Professional motivation (associated with the activity itself) includes relationships with colleagues and management, interest in work, achievement of goals, promising development of professional activity, lack of psychological pressure at work, smoothing out conflict and critical situations; compliance with the unity of corporate standards; to the individual - the possibility of personal long-term development, the sufficiency of time to stay with the family, the social importance of the work performed and personal involvement in it.

In order to determine the key motives for the full-fledged productive activity of an individual, the concept of the specific gravity of motivation is introduced. The share of motivation is an indicator of the ratio of the weight (significance) of a certain motivation to the total weight of all existing motivations that encourage a certain individual to participate in a particular activity at a certain stage.

In the course of sociological research, a certain set of motivations inherent in a particular group is established. Each of the individuals determines on a certain scale the rating of the significance of each of the motivations for him personally. To determine the specific weight of motivation, it is necessary to find for each of the individuals the coefficient of significance of each of the motivations.

For example, an individual individual has key types of non-material motivation: participation in a socially significant project, the possibility of solving a certain problem, and respect among colleagues. Often, among the non-material types of motivation, information is mentioned.

Informational motivation consists primarily in satisfying the emotional needs of the individual, since emotions arise due to a lack or excess of information used to satisfy the need.

Thus, in terms of information, often a negative emotion or discomfort arises in the absence of a clear understanding of one's part of the work in the project, because informational motivation can be a clear statement of the project goal, a clear setting of tasks, timely informing about making adjustments to the plan and providing information support for success project.

People can be motivated when they are involved in developing a common strategic data base and achieving organization-wide understanding of strategic information, which is a powerful incentive to make changes. With the right information, employees are empowered to act with thoughtful care to meet the goals of their organization and their own. And although hundreds and even thousands of people are focused on achieving common results within the framework of one enterprise, the concept of leverage takes on a completely different meaning. With the discovery of new information and its incorporation during large group meetings into a growing database, new discoveries are made, the positions of employees in the organization change and their worldview expands. The integration of individual judgments in order to form a universal reality allows people to develop strategies for the development of organizations that guide the activities of their individual representatives and at the same time create favorable conditions for their personal freedom [2].

Informing as the main condition for information motivation plays a significant role in the management and development of an organization or a project as a whole. On the one hand, informing provides specialists with the information necessary for making managerial decisions, which greatly facilitates the achievement of goals, on the other hand, there is an exchange of experience and a multilateral consideration or interpretation of the same situation, which creates a certain basis for choosing the most optimal solution.

Another task of informing is to create, develop and maintain the necessary attitude towards the organization or project on the part of the aforementioned second group, increasing trust and leveling attempts to spread misinformation to those interested in negative development.

It should be noted that the informing process is bilateral in nature, namely informing the subjects of the strategic process and the objects of the same process. If we consider the information flow directed at the subject, that is, representatives of the organization implementing the strategy, then here informing can already acquire an intangible form of motivation, when information becomes a resource, asset, value, which also contributes to material development.

Information motivation is a component of strategic motivation that provides a process of stimulation associated with meeting the information needs of an object, namely, obtaining, analyzing, disseminating information, as well as leveling the possibilities of an information vacuum, manipulating and hiding information about socially important events. In other words, in this case, information is considered as a value, product, resource. The types of information include reference, scientific, strategic, analytical information, etc.

At the same time, information motivation is a component of strategic management that ensures the state of information wealth, satisfaction of the information and emotional needs of the participants in the strategic process and the conditions for implementing the strategy in accordance with the agreed plan and within the provided resources.

Considering motivation as a component of the management process, we note that the human factor in the implementation of any management processes plays an extremely important role, because it is not just the presence of a certain number of personnel involved in production or other processes of the organization, it is a certain system of physical, psychophysiological, social and cultural properties of each individual, the use of which creates a special structure of interactions between all participants in these processes, which has a significant impact on the effectiveness of the organization. The task of management is to optimize the use of knowledge about the needs and abilities of each participant in production processes, their psychological qualities, values and expectations in order to optimally involve them in the production process and create a comprehensive system of labor motivation both individually and in the organization as a whole.

The motivation of employees is one of the central places in management, since it is the direct cause of their behavior [3]. An important factor in stimulating staff is their satisfaction with the work they perform, this is preceded by the ratio of supporting and motivating factors.

Supporting factors include those that create the necessary conditions for a comfortable and peaceful life, in particular, they can be divided into payment factors, comfort and safety factors. The first factors include the payment of wages, the provision of bonuses, the payment of dividends, commissions, bonuses and other monetary rewards; to the second - to fulfill their labor duties, namely the creation of appropriate conditions for comfortable work, proper rest during off-hours and during a break. The third group of factors includes the creation of conditions for labor safety and social protection, in particular in the form of technologization of working conditions and tools by providing benefits related to social and medical insurance, a pension savings program, paid sick leave and vacations, as well as providing the opportunity to receive mortgage and consumer benefits lending, etc.

Motivating factors primarily include factors of self-realization, development factors, factors of achieving goals and factors of responsibility and authority, factors of gratitude. The former include satisfaction with the importance and content of work, which causes a feeling of self-satisfaction and involvement in big shifts, the opportunity to be part of big changes and thereby realize one's own potential. The

development factors include the provision of opportunities for career growth, advanced training, specialized education, and as a result of improving the financial situation, increasing pay, paying bonuses and other incentives to improve one's professional level. The factors for achieving the goal should include the effectiveness of labor, which consists in obtaining real tasks that the employee is able to perform, and not those that entail oppression due to the lack of their attachment to reality and the impossibility of performing with the ensuing consequences. With regard to the factors of responsibility and authority, it should be noted that a sense of responsibility for part of their work and an understanding of the consequences of not fulfilling it or missing deadlines motivate responsible employees quite strongly, and empowering them with authority, including the ability to make operational decisions, increases labor productivity, although intermediate control to avoid possible abuse [4]. The factors of appreciation as one of the main intangible factors include the creation of gratitude for the work done. Such gratitude is most often expressed in creating conditions for the employee to perceive himself as a part of the team at the level of the organization's management, turning to him for advice and taking into account recommendations, respecting the employee's vision regarding the problems and prospects for the implementation of operational and tactical measures in the implementation of the strategy, taking into account and identification of personal goals with corporate ones, as well as attracting team members to the life of the organization, creating a team spirit by organizing collective trainings, corporate events.

Thus, the necessary motives for increasing labor productivity arise if the subject of management (organization) has a sufficient set of values necessary for the management object that can satisfy its needs, and obtaining these values is really possible with an increase in the results of its activities with less time, physical, intellectual and psychological costs in a particular organization compared to others.

It is important to single out from the principles of motivation such a principle as information support, which consists not so much in the transparency of the organization's activities to employees, but in the information support of each of the measures taken to avoid uncertainty and lack of understanding of the organization's policy and strategy. This is quite motivating, creating an atmosphere of trust, understanding and support for employees - key participants in the strategy implementation process. However, for support, it is necessary to investigate corporate moods in the team, identify issues that are problematic from the point of view of understanding the policy and strategy of the organization, in order to provide timely information support and conduct explanatory work.

The information vacuum is often very costly for the organization, because in it the employees of the organization do not fully understand the company's strategy due to the fact that the management does not provide information support for their activities and does not explain their actions. This creates a threat of unpredictable consequences of the organization's activities, because the information received by the media can enter society chaotically and unsystematically, being perceived accordingly [5].

The list of motives can be continued and for each social group in a certain period of time it will change. If we make a list of all motives for a social group that can in one

way or another induce its representatives to certain actions, then we can determine the rating of the significance of motives for each of them. Attracting the largest number of supporters among citizens is one of the main tasks of any social program. Within the framework of such a program, each citizen either has his own motivations, or does not have them at all.

Strategic motivation in public administration is the process of stimulating the object of the implementation of the strategy to carry out activities aimed at developing a public authority or state structure, increasing their level of recognition and trust and increasing the number of requests for their services and the desire to consume and improve them within the framework of the chosen strategy .

For example, let's take social (social significance of the project), material (opportunity to gain material benefits), ideological (support for the policy of the authority) motivation, as the most suitable for our example. Each type of motivation has its own so-called basis, which, according to the priority rating, reflects a certain quantitative indicator, which can be conditionally called the share of a certain type of motivation. Thus, in a certain strategic project, citizens interested in its support or implementation should be given special attention. What exactly to focus on in the process of attracting to the project will be indicated by the indicator of the share of motivation introduced by us, which reflects which component of each motivation has the greatest weight and, accordingly, most attracts its potential participants in the project. These data can be obtained in the course of a pre-project study either from statistical data or from expert assessments, which can be entered, for example, in a table that visually simplifies the perception of the picture of the motivation of a particular social group. Such a table can be built both for one representative and for a small group whose representatives are similar in their motivational preferences. The more such tables will be built within a certain target audience, the smaller the error regarding the specific gravity of motivation.

In other words, the share of motivations is an aggregate indicator that characterizes the degree of priority of each of the specific motivations of a certain social group in a certain period of time.

To increase the indicators of the share of motivation, in addition to simply informing the public about the current activities of public authorities, it is important to consider the promotion, support of certain political programs or decisions, their explanation to the general public and argumentation through the media or other means of communication. This will help to avoid incorrect interpretations of the activities of public authorities by incompetent persons in society, as well as in author's comments, articles and speeches in the media. In addition, a thorough explanation of the real benefits of a particular program or a decision by public authorities will contribute to its recognition by citizens as legitimate, open and transparent. The main thing in this process is the organization of information flows in public administration, which will ensure the dissemination of information between its producers and consumers, alternately acting as public authorities and citizens.

Conclusions. Information motivation is a component of strategic motivation that provides a process of stimulation associated with meeting the information needs of an

object, namely, obtaining, analyzing, disseminating information, as well as leveling the possibilities of an information vacuum, manipulating and hiding information regarding socially important events. In this case information is presented as a value, product, resource. The types of information include reference, scientific, strategic, analytical information, etc.

For the leaders of all organizations, the main goal is to increase the motivation of participants in the process of implementing the strategy in all possible ways. As for the qualitative expansion, it should be noted that work with those involved in the implementation of the strategy should be carried out continuously and the main goal is to increase the share of motivations of each and every from participants.

The increase in social or political motivation for interaction between the public and public authorities is primarily associated with the level of trust in this authority. That is why there are questions of democratization of public administration, ensuring openness and transparency of power, as well as the rule of law.

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