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## **NEGATIVE MOTIVATION AS AN ALTERNATIVE TO IMPROVE THE QUALITY OF PERSONNEL MANAGEMENT**

Under a market management system, enterprises operating in a competitive environment must find and expand their share in the market of goods and services, acquire a new type of economic behavior, and constantly confirm their competitiveness. In this regard, every employee's contribution to the achievement of the enterprise's goals is constantly required, and one of the main tasks of every business entity is to find effective ways of managing work, we think those ways that enable the activation of the human factor. At the same time, as practice shows, often the manager does not have enough responsible performance employees' work. Employee delays at work overtime, completed on time, and to the full extent of the task do not play a significant role. For such a manager, the staff motivation system is based on negative motivations. These circumstances determine the relevance of the topic of is study.

The problems of personnel motivation research are devoted the works of such scientists as B.Genkin, V.Adamchuk, A.Kolot, V.Petyukh, S.Mochernyi, and D.Bohina [1-2]. However, the concept of negative motivation is still not sufficiently explored.

The system of negative or rigid motivation comes from the well-known method of contrasting encouragements and punishments - "whip and gingerbread". Accordingly, as opposed to encouraging methods - praise, gratitude and bonuses - punitive measures are opposed.

The main driving forces of punitive measures are the list of negative incentives: fears (loss of work, salaries, etc.), dissatisfaction with oneself and their work, feelings of guilt, negative perception of the environment.

The motivation underlying the negative incentives will work stronger if the employee is convinced that he or she will inevitably be punished for some misconduct

or inaction. The confidence that punishment will come after the action gives rise to fear that prompts work within the requirements of management. It does not matter how severe the measures will be. It is the awareness of an immediate negative reaction that motivates and drives action.

The success of motivational schemes depends on how well the manager or HR manager knows the needs of the employee and his individual psychological characteristics. An employee who is accustomed to rewards and praise is unlikely to be able to adjust and get used to tough restrictive barriers, condemnation and penalties. The careful approach must be to the formation of the system of bonuses and depreciation of employees. Using or ignoring material incentives should not go beyond the employee's monetary satisfaction, since a person deprived of financial support is unlikely to respond appropriately not only to lack of material motivation but also to intangible motivation.

Negative motivation puts the employee in strict frames, limiting the range of allowed functions, imposing punishment for each offense. Its main purpose is to stimulate discipline, it motivates not to action, but to the absence of prohibited steps. A rigid motivation system can be implemented as well as co-operating with, and in contrast to, incentive and reward methods. Many companies are actively practicing as a system of penalties. Their mechanism, from the point of view of legal norms, is to divide the salary into the salary and the bonus part, which the employer can adjust through internal documents and the relevant clauses of the contract with the employee. Then the owner has the right to apply penalties for delay, absenteeism, absence, failure to comply with the rules and even improper appearance. And the employee runs the risk of being left without the expected salary bonus.

The employee must be informed of the existing system of motivation in the enterprise, which includes both rewards and punishments that will affect the motives of their activity, will be applied in a timely manner and in accordance with the committed misconduct or the situation.

The use of negative incentives is justified in companies whose profitability is directly dependent on strict discipline and where the results can be estimated on the

basis of the number of products produced or services provided. Thus it is designed for line staff.

Negative motivation can be called effective one in those cases where the employee lacks initiative and creativity, the essence of his work is reduced only to routine work, and to those who are not accustomed to decision-making and are inherently only "executor".

According to experts, employers seek to create an attractive image of the organization, with perfect working conditions, a beautiful office, a full social package, as negative motivation is much less effective than positive.

It should be noted that penalties should not be a system; they should rather be an exception to the rule. Punishments should be so rare that they are addressed.

Only in this case employers can have a real impact on the punished person and other employees, only then they will be seriously treated.

It should also be noted that the use of means of negative motivation should be carefully considered, especially in business, where the decisive role should nevertheless be attributed to economic and socio-psychological methods of influence.

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