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**ИССЛЕДОВАНИЕ МОТИВАЦИИ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ
В КОНТЕКСТЕ ЦИФРОВОЙ ТРАНСФОРМАЦИИ**
HUMAN RESOURCE MOTIVATION RESEARCH
IN THE CONTEXT OF DIGITAL TRANSFORMATION

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Аннотация: Исследование было посвящено анализу целей и задач системы мотивации персонала в контексте цифровой трансформации. В результате были определены конкретные методы и инструменты мотивации и стимулирования, направленные на повышение результативности и продуктивности сотрудников для успешного достижения целей организационного развития.

Abstract: This research analyzed the goals and objectives of personnel motivation systems within the framework of digital transformation. The analysis pinpointed specific motivation and incentive methods and tools designed to boost employee effectiveness and productivity, ultimately facilitating the achievement of organizational development goals.

Ключевые слова: цифровизация, мотивация, человеческие ресурсы.

Keywords: digitalization, motivation, human resources.

Nowadays, digital technologies permeate every aspect of HR management, from recruitment and selection to onboarding, development, training, motivation, and decision-making. Digitalization is particularly crucial in incentivizing and motivating employees. Implementing digital solutions leads to increased employee productivity, improved HR management efficiency, and enhanced motivational schemes, which, in turn, strengthens the organization's competitiveness and its market position.

The advent of digitalization and digital transformation has led to the proliferation of remote and distance work. Russian scientists such as V. Azarnova, A. Barkalova, M. Bershadsky, N. Burkova, L. Burkovsky, A. Minaev, and S. Sakharova have made significant contributions to the study of increasing motivation through the use of information technology. Their research covers both theoretical and applied aspects. Furthermore, a significant contribution to the study of work motivation has been made by scientists such as F. Taylor, E. Mayo, A. Maslow, D. McGregor, C. Alderfer, D. McClelland, F. Herzberg, L. Porter, E. Lawler, and V. Vroom. These researchers developed various theories and models of motivation and also offered practical recommendations for their application.

The subject of motivation has been extensively explored within academic research, boasting a rich history and a comprehensive body of knowledge. Notably, Russian scholarship has made considerable strides in this field, with influential figures such as V.G. Aseev, V.K. Vilyunas, E.P. Ilyin, V.I. Kovalev,

A.N. Leontiev, and M.S. Magomed-Eminov each contributing significantly to our understanding of the multifaceted nature of motivational processes. However, despite this substantial pre-existing body of knowledge, the present text posits that a crucial and specific domain within the broader context of motivation remains comparatively underdeveloped and requires further scholarly attention. Specifically, the authors identify a critical gap in the literature, noting that "the optimization of the transition to digital management in organizational systems, particularly in human-machine systems, and improving the efficiency and reliability of ergatic elements, remains understudied" [1]. This relative lack of research leaves organizations potentially ill-equipped to navigate the challenges and opportunities presented by the increasingly digital landscape. To address this identifiable gap, the authors undertake an investigation into the role of technological systems as drivers of competitive advantage and simultaneously explore novel and adaptive methods of employee motivation specifically tailored to the evolving context of digitalization. This exploration seeks to provide practical insights and actionable strategies for managers seeking to maximize performance in the modern workplace. Ultimately, the research emphasizes that "one of the most important tasks of a manager is to find effective ways to increase employee motivation, taking into account the human factor" [2], thereby underscoring the enduring importance of understanding and addressing the psychological and emotional needs of employees, even amidst the transformative forces of technology and automation. This focus on the human element suggests a need to move beyond purely technological solutions and to consider the interplay between technology and human psychology in optimizing organizational performance.

In the contemporary professional landscape, employers are demonstrably shifting their focus beyond conventional markers of success, such as extensive years of experience in a specific field. Instead, they are placing a heightened emphasis on a constellation of cognitive and adaptive skills that are deemed critical for navigating the complexities of the modern workplace. Qualities such as

intellectual acuity, the capacity to efficiently process and synthesize vast quantities of information, a high degree of flexibility and adaptability in the face of rapid and often unpredictable change, and, crucially, the speed at which an individual can acquire new knowledge and skills are now considered paramount. These attributes are increasingly viewed as more valuable and predictive of success than simply possessing a long resume of prior professional engagements. In this evolving environment, the strategic leveraging of digital technologies for the purpose of employee motivation presents a compelling array of potential benefits. The judicious integration of digital tools and platforms can lead to significant improvements in operational efficiency and overall productivity. Furthermore, organizations can realize substantial reductions in operating costs through the automation of certain tasks and the streamlining of processes. Digital solutions can also empower businesses to deliver enhanced customer service experiences, characterized by responsiveness, personalization, and accessibility. Employees benefit from greater flexibility in their work arrangements, promoting a healthier work-life balance. Critically, digital engagement strategies can foster increased employee engagement and morale, leading to a more positive and collaborative work environment. Enhanced communication and transparency, facilitated by digital platforms, contribute to a stronger sense of shared purpose and alignment within the organization. All of these factors, in turn, contribute to strengthened competitive advantages in the marketplace, allowing companies to innovate and adapt more quickly than their rivals. Finally, the ready availability of data and analytical tools enables faster and more informed decision-making at all levels of the organization. However, the successful implementation of digitalization within an organization's employee motivation system is not without its inherent challenges. These challenges can range from resistance to change among employees accustomed to traditional methods, to the need for robust cybersecurity measures to protect sensitive employee data, to the potential for digital overload and burnout. The key to effectively mitigating these potential pitfalls and realizing

the full potential of digital motivation strategies lies in a proactive and comprehensive approach to upskilling and training both managers and employees. By equipping leadership with the necessary knowledge, skills, and confidence to skillfully and effectively utilize the opportunities provided by digital technologies, organizations can unlock the power of digitalization to create a more engaged, productive, and ultimately successful workforce.

All methods of influencing employee behavior can be categorized into two main approaches: normative regulation of behavior within the team and organization, and individualized active influence, targeting specific employees [3]. Increased motivation in the context of digitalization brings significant benefits and plays a key role in this process. In the era of digital transformation, automating business processes, especially in human resource management, is crucial. It is also necessary to pay close attention to studying the human factor and developing an effective motivation system in the context of digitalization [4].

Motivation can be viewed as a sequential process consisting of the following stages:

1. The emergence of an employee's need.
2. Defining and achieving small, intermediate goals.
3. Transitioning to specific actions aimed at achieving the main goals.
4. Obtaining the result.
5. Satisfying the need if the reward corresponds to the goal, or continuing to search for alternative actions and solutions if the need remains unmet [5].

Consequently, a manager is confronted with the critical responsibility of discerning the underlying motivations of their employees and rigorously evaluating the extent to which these individual drivers harmonize with the overarching objectives of the company. This alignment is paramount to fostering a productive and engaged workforce. The strategic integration of digital technologies plays a pivotal role in bolstering both employee engagement and intrinsic motivation towards the successful realization of organizational goals. To effectively harness this potential,

key motivational initiatives must be implemented. These include: ensuring a comprehensive understanding amongst all employees regarding the core principles of motivation; providing thorough and accessible training to all enterprise personnel in the fundamental psychological underpinnings of effective personnel management; and cultivating democratic leadership approaches among managers, grounded in contemporary and evidence-based motivational methodologies. In the increasingly complex and rapidly evolving digital landscape of today's business environment, managers are placing increasingly stringent demands on the capabilities and performance of human resources. Particular emphasis is placed on the attainment of a demonstrably high level of professionalism across all roles, coupled with demonstrable proficiency in specialized software applications relevant to their respective duties. Furthermore, the ability to efficiently and accurately process large volumes of information is now considered an indispensable skill, alongside the capacity for rapid and seamless adaptation to a dynamically shifting external environment, characterized by constant technological advancements and evolving market demands. Regrettably, a significant number of managers are currently reporting a perceived deficiency in the overall level of employee motivation within their organizations. This perceived lack of motivation is frequently cited as a contributing factor that exerts a demonstrably negative impact on the overall performance and productivity of the organization or enterprise, potentially hindering its ability to achieve its strategic objectives and maintain a competitive edge within the marketplace.

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