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## **MOTIVATION MECHANISM IN THE PERSONNEL MANAGEMENT SYSTEM OF AGRICULTURAL ENTERPRISES: CHALLENGES AND OPPORTUNITIES**

The modern global market environment actualizes the problem of ensuring the successful development of the agrarian sphere and increasing the efficiency of the functioning of enterprises. Therefore, the need to form an effective motivational mechanism is due to market processes that take place in society and the agricultural sector, because different interests cause different motives. At the same time, the coordination and combination of these interests is almost impossible without a motivational mechanism, which is designed to take into account both the capabilities of enterprises and the individual needs, values and interests of employees, which are satisfied in the process of their work [4].

The motivational mechanism plays a key role in the personnel management system of a modern enterprise. In the current conditions of competition and dynamic market changes, effective motivation is the basis for achieving high results and stable development. It stimulates employees to work productively, increases their involvement and commitment. A well-established motivational mechanism makes it possible to best match the needs of employees with the goals of the organization, creating conditions for their professional and personal development [2].

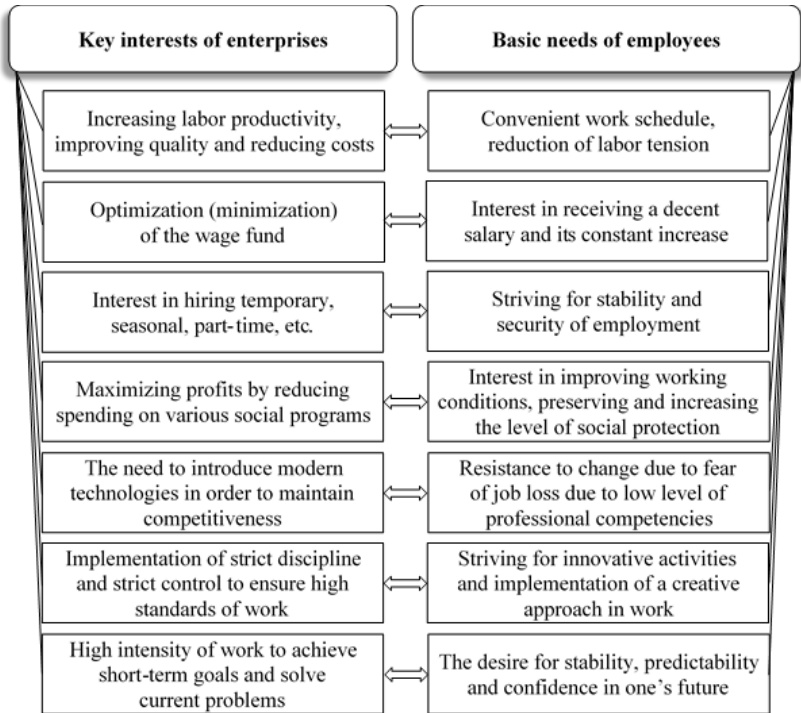
The motivational mechanism is the basis of the successful functioning of any enterprise. The construction of an effective motivational mechanism depends on taking into account the specific features of the enterprise's functioning as fully as possible under the condition of clearly formulating goals and objectives, creating a fair system of remuneration, ensuring equal opportunities for professional development, organizing training, etc. [1].

The motivational mechanism consists of several key elements that interact with each other and ensure the achievement of the company's strategic goals [1; 3]: material motivation (remuneration system, bonuses, bonuses, social packages and other types of material incentives, etc.); intangible motivation (recognition of achievements, opportunities for career growth, creation of a favorable working environment and corporate culture, etc.); motivation through participation in decision-making, etc.

The motivational mechanism plays a decisive role in ensuring the efficiency of the enterprise, as it affects the level of productivity of employees, their loyalty to the administration and the ability to innovate [2].

Each element of the motivational mechanism must contain a motivating factor that ensures direct interaction between the company's management and the workforce. That is, at any level, motivation motivates employees to productive activity, which requires the development of new scientific approaches and their application in the formation of a motivational mechanism that has the properties of rational integrity and separation of its elements [4–5].

It is necessary to clearly realize that improving the motivational mechanism in agricultural enterprises is a key aspect of increasing productivity and labor efficiency. But achieving this requires balancing the economic interests of the enterprise with the needs of its employees. Employees should be able to receive decent remuneration for their work, but it is equally important to provide them with comfortable working conditions, opportunities for professional development and social guarantees. At the same time, businesses must remain profitable, use resources efficiently, and innovate. The figure shows the basic contradictions between the interests of enterprises and the needs of employees, which affect the formation of the motivational mechanism.



**Fig. 1. Basic contradictions between the interests of enterprises and the needs of employees, which affect the formation of the motivational mechanism**

It should be noted that the constituent elements of the motivational mechanism combine the goals of the enterprises and the results of the employees' activities with the aim of practical implementation of targeted motivation of highly productive work, which is a multi-component factor of efficiency. It is very important that when forming a motivational mechanism, every agricultural enterprise uses modern forms of motivation, with the aim of transferring motivational guidelines to the direction of forming an independent position of the employee, which is a source of internal motivation. However, in order to solve these issues, it is necessary to identify the organizational and economic features of the market management of agricultural enterprises, taking into account which will make it possible to improve the methods of motivating production activity and to formulate methodical approaches to the formation of a motivational mechanism [3–4].

As a result, the motivational mechanism makes it possible to manage production and labor processes based on the use of a set of methods and methods of influencing employees, which motivate them to specific behavior in labor activities in order to satisfy personal needs and achieve goals in the effective development of enterprises. An effective motivational mechanism leads to an increase in the level of efficiency of the socio-economic activity of a modern enterprise, as it is aimed at the rational use of production resources, increasing labor productivity, its payment, the volume of competitive products and the profitability of production [4].

Therefore, the motivational mechanism is an integral part of modern enterprise management. Its formation and effective functioning ensure stable development of the organization, increase in labor productivity and employee satisfaction. Creating a motivational mechanism based on individual approaches, fairness and feedback allows the enterprise to achieve its strategic goals and create a powerful, competitive organization. A balanced approach to the formation of a motivational mechanism will allow to achieve harmony between the economic goals of the enterprise and the social needs of employees, which will contribute to the sustainable development of the agricultural sector.

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