

REVIEW

PhD in Economics, Associate Professor, Associate Professor of the Department of Management named after L.I. Mykhailova

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for the dissertation work of a graduate student of the Department of Management named after L.I. Mikhailova

Joshua Linus Baka on the topic «Management of motivation system of personnel at the enterprises», submitted to obtaining the degree of Doctor of Philosophy in the field of knowledge

07 - Management and administration in specialty 073 - "Management"

1. Relevance of the dissertation topic. Today, modern approaches to personnel management are based on the principles of increasing the importance of such a component as motivation. Motivation is seen as the main driving force for improving labour productivity at enterprises, as the main strategic resource, no less important than financial capital. The right motivation helps to create a positive atmosphere and corporate culture in the team; minimise any conflicts at work; reduce staff turnover and maintain a stable workforce. Motivated employees are less likely to experience emotional burnout. They perform their professional duties with pleasure rather than force. With such staff, it is easier to set realistic long-term goals and plan the timing of results. That's why managing a company's staff motivation system is an extremely important issue in today's business environment. This is due to several key aspects: competition for talent, productivity growth, changes in labour culture, and reduced staff turnover. Therefore, managing the staff motivation system is not only an important element of human resource management, but also a strategic tool for achieving the company's business goals. In a rapidly changing market, this aspect is becoming critical to ensuring the sustainability and competitiveness of an organisation.

2. Connection of work with scientific programs, topics, plans. The dissertation was carried out in accordance with the directions of research work of the Department of Management named after L. I. Mykhailova of Sumy National Agrarian University: «Development of management in the context of international integration processes» 2019-2023 (state registration number 0119U001336), within which the author investigated the theoretical and methodological foundations of the personnel motivating system at enterprises.

3. Scientific novelty of the obtained results. The author demonstrated the relevance and choice of the research topic at a sufficient scientific level and determined the research goal, tasks, object, and subject. The research methods used in the work are supported by appropriate arguments. The aim of the dissertation research - to explain the theoretical and methodological features and practical application of management of the staff motivation system at enterprises - has been fully achieved.

The scientific novelty of this study lies in the following key aspects:

at first: the theoretical framework underlying the creation and operational

dynamics of the staff motivation management system is thoroughly substantiated, which, unlike existing models, through the integration of relevant methodologies, contributes to the introduction of an effective framework for staff motivation. This system, due to its multifaceted nature and emphasis on recognising both internal and external motivational factors, allows for ongoing assessment and verification of the collective impact on motivation, as well as recalibration of the data obtained. This process ultimately contributes to an increase in employee motivation and overall business performance, thereby strengthening the competitive position in the relevant market.

improved: - a defining characteristic of motivation, which, in contrast to the conventional understanding, is the combination of internal and external influences that encourage staff to consciously participate, achieve goals and display specific behaviours. In addition, it is defined as a psychological phenomenon that affects an individual's energy, determination and focus on a particular task or goal;

- a systematic methodology used by an enterprise to conduct a thorough assessment of its personnel in terms of productivity, competencies, habits and the overall value of an employee to the enterprise, which includes not only quantitative but also qualitative dimensions. It also includes both formal and informal feedback mechanisms from management to employees. Such assessments are applicable to a variety of areas, including making decisions on professional development, identifying ways to develop staff, and aligning personal ambitions with organisational goals;

- theoretical frameworks for the development of effective staff motivation systems, which should necessarily include, but are not limited to: increasing individual employee motivation; enhancing collective motivation; improving employee performance; ensuring optimal use of employee potential; and contributing to the success of both the organisation and its workforce;

- further progress was made by exploring the definition of 'effective leadership', which is perceived by staff as a source of inspiration, encouragement and guidance. Increased employee motivation and productivity can be identified through good management practices. Employee motivation and engagement are enhanced through transparency that allows them to recognise how their individual contributions align with the overall business goals;

- a basis for developing individual motivational strategies based on scientific principles can help enterprises to evaluate staff performance, thereby realising individual achievements, along with a mechanism by which staff are motivated and adequately supported, which strengthens the motivational management strategy internal to the enterprise.

4. Practical significance of the obtained results of research. The academic and practical relevance of this thesis focuses on the evaluation of concepts used to outline the main components of employee motivation management systems, including strategies related to compensation and recognition, education and promotion, financial incentives, and the communication framework between managers and their subordinates, together with the delegation of workloads. From a pragmatic perspective, the research conducted in this thesis has the potential to significantly contribute to a comprehensive understanding of the strategic trajectories through which the Dangote Group can bring together different motivational elements to create an environment

where employees are not just participants, but proactive stakeholders in achieving the organisation's goals.

5. The main results obtained personally by the author. Joshua Linus Baka's dissertation consists of an introduction, three chapters, conclusions, and list of references, laid out on 168 pages of the main text, includes 20 tables, 32 figures. The list of used literary sources contains 196 items on 21 pages.

The introduction to the thesis contains all the structural elements, including information on the practical testing of the research results, as well as the author's personal contribution to the scientific works published in co-authorship.

In the first chapter of the thesis, Joshua Linus Baka discussed the theory and methodological foundations of modern human resources management. The first segment of the dissertation research outlines the theoretical and methodological foundations of the system of staff motivation at enterprises. The author presents the basic and fundamental characteristics of staff motivation, analyses motivational theories along with modern scientific approaches to staff motivation, and clarifies the methodological foundations for assessing the enterprise's HR management system and its relationship with the motivational framework. The study examines various concepts and definitions of motivation, and the author formulates a point of view that differs from the established definitions, characterising motivation as a fusion of internal and external incentives that encourage employees to purposeful participation, achievement of goals, and manifestation of specific behaviour. In addition, motivation is defined as a psychological phenomenon that affects an individual's intensity, determination, and focus on specific activities or goals. A comprehensive systematic review was conducted, including the collection of relevant literature and data, summarising current management theories and identifying the current research trajectory. The framework for developing individualised motivation strategies at enterprises is improved, providing a scientific basis that helps management to assess staff performance. Thus, realising individual achievements and establishing mechanisms through which staff are motivated and provided with appropriate support, ultimately strengthening the motivational strategy of management in the enterprise. This section provides the necessary theoretical and methodological basis for the research.

The second section reveals the trends in the application of the motivational system. The author provides analytical content and characteristics of the motivation system of Nigerian enterprises. The influence of staff motivation on the results of the enterprise is studied. Noteworthy are the conceptual foundations of the staff motivation management system, which were first substantiated by the author. This involves the introduction of an effective system of staff motivation, which, due to its versatility and focus on identifying factors of internal and external influence, allows for continuous monitoring, analysis of the overall impact on motivation and adjustment of the results obtained.

The author measures the impact of motivation on the efficiency of the management system through regular data collection, including surveys, to improve motivational programmes based on employee preferences. The author analyses the diverse demographics of respondents for comprehensive information. The key factors that influence job satisfaction are identified and discussed. Recommendations for improving employee retention are provided. The study highlights generational

differences in workplace dynamics. Dangote Group employees are motivated both internally and externally. Meaningful jobs increase intrinsic motivation and professional growth. The author notes that competitive salaries and benefits increase extrinsic motivation. Training options support employee development and satisfaction. Effective communication promotes genuine employee engagement. Non-monetary incentives attract valuable employees. Addressing dissatisfaction improves employee satisfaction and productivity. Passionate employees increase company culture and commitment.

The third chapter of the thesis covers the consideration of labour motivation systems. The study emphasises the importance of adapted motivational theories. The author focuses on remuneration systems as an instrument of motivation. The Nigerian and Ukrainian remuneration systems are compared. It was found that job security is crucial for employee motivation. Organisational culture affects employee satisfaction and performance. Effective compensation strategies are necessary to retain the workforce. It is also worth emphasising that the author has found that individual motivational methods are important for employee engagement. Training and education increase the competence and motivation of the workforce. Expectancy theory applies to employee motivation and reward expectations. Self-determination theory emphasises autonomy and community in motivation. Cultural factors influence motivation strategies and outcomes.

In summary, research shows that professional growth is strongly dependent on motivation. Organisations can help employees feel valued and successful by developing incentive programmes that recognise and reward individual achievements. This can include individual awards, performance incentives and opportunities for skill development that align with employees' internal aspirations. In addition, flexible working arrangements, such as job rotation or telecommuting, demonstrate the organisation's commitment to meeting diverse motivational needs.

On a positive note, the author emphasises that organisations should use wellness initiatives, access to mental health services and work-life balance policies to support employees' physical and emotional health. Prioritising employees' health promotes a sense of value, which increases motivation and commitment.

Opening lines of communication encourages staff to express opinions, concerns and suggestions, creating a healthy work environment and strengthening the bond between employees and the business is a good indication of a high level of motivation.

The conclusions to the dissertation summarise the main provisions that specify the content of the study and the results obtained in accordance with the objectives and the overall purpose of the work.

The appendices contain intermediate results of correlation relationships.

An analysis of the plagiarism check report for the presence of textual borrowings (Strike Plagiarism Program) was carried out. The reviewers came to the conclusion that the dissertation work Joshua Linus Baka on the topic «Management of motivation system of personnel at the enterprises» is the result of independent research of the recipient and does not contain elements of plagiarism and borrowing in accordance with the resolution of the CMU dated 12.01.2022 No. 44, paragraph 9. Used ideas, results, and texts of other authors have a link to the corresponding source.

6. Completeness of presentation of the dissertation material in scientific publications.

Scientific provisions, recommendations, conclusions of the dissertation covered by Joshua Linus Baka in 10 scientific works, namely: 1 article in a scientific publication, which is included in the international scientometrics database Scopus, 3 articles in scientific professional editions of Ukraine, 1 section collective monograph and 5 works of an approbation nature.

Scientific works reflecting the main scientific results of the dissertation:

Publications in journals included in Scopus/Web of Science scientometric databases:

1. Oleh Pasko, Li Zhang, Edward Markwei Martey, Tetyana Kuts and Linus Baka Joshua (2024). Does managerial ability matter in corporate sustainability-related dynamics? An empirical investigation. *Problems and Perspectives in Management*, 22(1), 128-146. [http://dx.doi.org/10.21511/ppm.22\(1\).2024.12](http://dx.doi.org/10.21511/ppm.22(1).2024.12)

Publications in collective monographs:

2. Dashutina Liudmyla, Joshua Linus Baka. Theoretical and methodological principles of personnel motivation system. *Sustainable Development Policy: EU Countries Experience / Edited by N.V. Stoyanets*. Warsaw: RS Global Sp. z O. O., 2022. P. 139-152. <https://monographs.rsglobal.pl/index.php/rsgl/catalog/book/55>

Publications in professional journals included in category "B":

3. Dashutina L.O., Joshua Linus Baka. Theoretical and methodological features of motivation effective system formation of enterprises workers. *Наукові перспективи*. 2023. № 3(33). С. 156-168. DOI: <http://perspectives.pp.ua/index.php/np/article/view/4180/4203>

4. Dashutina L.O., Joshua Linus Baka. The theoretical contemporary trends in the management motivation system of personnel in an enterprises. *Інфраструктура ринку*. 2024. Випуск 77. DOI: <https://doi.org/10.32782/infrastruct77-12>

5. Dashutina L.O., Joshua Linus Baka. (2024). Directions for optimizing enterprise management by personnel motivating. *Ефективна економіка*. 2024. № 10. DOI: <https://doi.org/10.32702/2307-2105.2024.10.58>

Scientific works certifying the approval of the dissertation materials:

6. Joshua Linus Baka, Liudmyla Dashutina. The concept of motivation in modern management. *Сучасний менеджмент: тенденції, проблеми та перспективи розвитку: VII Міжнародна науково-практична конференція молодих вчених і студентів: тези доповідей, Дніпро, 14 квітня 2021 р.* [Електронний ресурс]. Дніпро: Університет імені Альфреда Нобеля, 2021. С. 17-19.

7. Joshua Linus Baka, Liudmyla Dashutina. The ways of labor productivity increasing through the methods of motivating employees at enterprises. *VIII Міжнародна науково-практична інтернет-конференція «Інноваційне підприємництво: І Зб. матеріалів VIII Міжнар. наук.-практ. конференції*. Київ: КНЕУ, 2023. С. 473-476.

8. Liudmyla Dashutina, Joshua Linus Baka. Correlation between the types of motivation in the personnel output. *«Глобальні та національні тенденції у галузі наук про життя»*, збірник наукових праць. Ніжин: НДУ Гоголя., 2023. С.52-54.

9. Joshua Linus Baca. Effective methods of staff motivation at the modern enterprise. *Матеріали науково-практичної конференції викладачів, аспірантів та студентів Сумського НАУ (25-28 квітня 2023 р.)*. Суми, 2023. С. 423.

10. Дашутіна Л.О., Джошуа Лінус Бака. The role of effective leadership in sustaining personnel motivation. *Маркетинг та конкурентоспроможність соціально-економічних систем в умовах сталого розвитку: збірник тез доповідей міжнародної науково-практичної конференції (Суми, 17-18 квітня 2024 р.)*. Суми: СНАУ, 2024. С. 38-41.

7. Remarks and wishes for the content. From the text of the dissertation submitted for review, a conclusion can be drawn about the scientific maturity of the applicant: he ability to see current problems in the field and her willingness to solve them at a sufficiently high scientific level. In general, Joshua Linus Baca's dissertation is a completely independent study in content and form. While positively assessing the scientific and practical significance of the dissertation, several points of discussion should be noted:

1. In the first theoretical section, it would be useful to indicate how many motivational drivers can cause a reverse effect in the board.

2. In section 2.3, it would be advisable to reflect whether it is appropriate to use universal methods of assessing motivation for different countries and cultures.

3. Research in section 3.1 would be interesting, taking into account such an aspect as the transparency of labor remuneration in terms of promoting the increase in the level of trust and motivation of employees.

4. Section 3.3 should consider some of the risks that may arise when applying new concepts of motivation at enterprises and how they can be minimised.

However, the expressed comments and wishes do not reduce the research's overall high quality. The analysis of the dissertation and scientific papers gives reason to conclude that Joshua Linus Baca's dissertation on the topic «Management of motivation system of personnel at the enterprises» is a completed, independently performed scientific work that has significant theoretical and applied significance. The dissertation solves a specific scientific task of developing theoretical provisions and methodological principles and formulating practical model and recommendations to improve the effective personnel management of vocational educational institutions in China.

8. Correspondence of the dissertation to the specialty and profile of the council.

Joshua Linus Baca's dissertation on the topic «Management of motivation system of personnel at the enterprises», which was submitted for defense to the specialized academic council for obtaining the degree of Doctor of Philosophy in the field of knowledge - 07 Management and administration, specialty - 073 Management according to its relevance, scientific-theoretical level, main results of justification, main provisions and results published in professional publications, novelty of the production and practical significance, it meets the requirements of the order of the Ministry of Education and Science of Ukraine № 40 from 12.01.2017 «On approval of

requirements for the preparation of a dissertation» and Resolution of the Cabinet of Ministers of Ukraine dated from 12.01.2022 № 44 «On approval of the Procedure for awarding the degree of Doctor of Philosophy and cancellation of the decision of the one-time specialized academic council of a higher education institution, scientific institution on awarding the degree of Doctor of Philosophy» with changes introduced in accordance with Resolution of the Cabinet of Ministers № 341 from 21.03. 2022. The content of the dissertation corresponds to the passport of the specialty.

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