

REVIEW

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

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for Joshua Linus Baka dissertation on the topic:

***«Management of motivation system of personnel at the enterprises»,
presented for obtaining the scientific degree of Doctor of Philosophy in the
specialty 073 – Management***

1. Relevance of the topic of the dissertation. In the context of global competition and rapid technological development, businesses are forced to look for effective approaches to attracting, retaining and developing talented employees. It is the management of the personnel motivation system that becomes a tool that ensures harmony between the company's goals and the needs of employees. Motivation is not just about salaries or bonuses. It is also about recognition, self-realisation, a comfortable working environment and opportunities for professional growth. An employee who feels valued is ready to do their best, take initiative and support the corporate culture. Managing a motivational system is a complex process that requires managers to understand both the individual needs of employees and the strategic goals of the company.

Modern businesses have access to a variety of motivation tools, which can be divided into tangible and intangible. Material incentives include salaries, bonuses, and benefits. They are important, but they cannot ensure long-term employee loyalty. Non-material incentives, such as opportunities for learning, flexible work schedules, and participation in decision-making, are often more effective. They create a sense of belonging to a common cause and foster the development of employees' creativity.

One of the key challenges for businesses is to build a motivational system that takes into account the individual characteristics of employees. After all, what motivates one person may cause indifference in another. It is also worth mentioning the importance of feedback. Constant communication with employees, discussing their achievements and difficulties, helps managers better understand the needs of the team and adapt the motivation system in time.

Managing a motivation system is not a one-time action, but an on-going process. It should take into account external factors, such as the economic situation and the labour market, and internal factors, such as corporate culture and company resources. Only a balanced approach can create the conditions under which employees will not only fulfill their duties, but also strive to achieve the best results.

Thus, the staff motivation system is the foundation of a successful business. Its proper management helps to increase productivity, employee loyalty and, ultimately, the company's competitiveness. The ability to motivate is an art that combines analysis, creativity and humanity, and the future of any business depends on it.

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 by prof. Mykhailova of the 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 validity and reliability of the scientific propositions, conclusions and recommendations formulated by the Ph.D. student are beyond doubt and are confirmed by the following: the scientific basis of the dissertation is based on the works of domestic and foreign researchers in the field of managing the motivation system of enterprise personnel; as a result of solving a set of tasks, applying a sufficient number of research methods, and using a substantiated information base, the validity of the propositions, conclusions and results has been ensured; the new results obtained are an organic addition to existing scientific developments in this area; the reliability of the scientific propositions, conclusions and results of the dissertation has also been tested and proven at scientific and practical conferences of various levels; the research results and proposals have been published in Ukrainian and foreign professional publications, one of which is indexed in the international scientometric databases Scopus and Web of Science.

The author presents and substantiates a new concept of creation and functioning of the personnel motivation management system. The distinctive feature of this system is the integration of modern tools that allow implementing an effective and universal motivation model. Its key advantage is the ability to analyze internal and external factors of influence, continuously monitor and adaptively adjust strategies to achieve optimal results. This approach significantly increases the level of employee motivation and improves the overall performance of the enterprise, which in turn strengthens its competitiveness in the market.

The author has improved the substantive characterization of motivation, which, unlike traditional approaches, combines internal and external influences that encourage employees to act consciously, achieve their goals and demonstrate appropriate behavior. The author considers motivation as a psychological process that forms the intensity, determination and concentration of a person on a particular activity or goal.

The dissertation's scientific contribution is noteworthy for its methodological approach to the systematic evaluation of employees, which includes an analysis of their productivity, abilities, habits, and overall value to the enterprise. The evaluation has both quantitative and qualitative characteristics, and takes into account regular and informal feedback between management and subordinates. The results of the assessment are used to make decisions on career growth, determine the directions of staff development, and harmonize employees' personal aspirations with the goals of the enterprise.

At the same time, the author has improved the conceptual approach to the creation of staff motivation systems aimed at increasing individual and collective motivation, optimizing employee performance, effectively using their potential, and achieving joint success of the organization and staff. An effective incentive system should take into account the nature and duration of work, and should be logical, composed, flexible and acceptable. It is emphasized that this approach creates

conditions for effective motivation management, which contributes to improving productivity, increasing employee motivation and ensuring sustainable development of an enterprise.

The approach to defining the concept of «effective leadership» was further developed, which is seen as a source of inspiration, support and guidance for staff. The ability of a leader to motivate employees and increase their productivity is based on clear managerial skills. An important component is transparency, which allows employees to understand how their individual contributions align with business goals. This contributes to increased employee engagement and intrinsic motivation.

The dissertation has improved the methodological approach to assessing the impact of motivation, which is carried out through regular data collection through surveys. This approach allows adapting motivational programs in accordance with changes in the preferences and needs of the staff. The results are transformed into practical solutions aimed at improving performance.

The system of individual motivation methods has been further developed. It is emphasized that it allows for a scientific approach to assessing staff productivity and helps to take into account the individual achievements of employees, provides support mechanisms that stimulate staff and improve the overall motivational strategy of the enterprise. This allows enterprises not only to increase the efficiency of management, but also to ensure the harmonious development of employees within the enterprise.

These research results have enriched the connotations of managing the personnel motivation system of enterprises, providing a solid basis for improving management processes, increasing motivation and successfully implementing the strategic goals of the enterprise.

4. Practical and theoretical significance of the obtained results research. The practical significance of the results obtained is undoubted and is focused on an in-depth assessment of the key elements of staff motivation management systems. Among them are reward and recognition strategies, approaches to training and professional development, the use of monetary incentives, effective methods of communication between managers and subordinates, and rational delegation of work tasks. The scientific and practical significance of the dissertation is that it considers the possibilities of integrating various motivational elements into the activities of an enterprise. This approach allows the enterprise to create a working atmosphere where employees not only fulfill tasks but also actively contribute to the realization of strategic goals, contributing to its success.

5. The main results obtained personally by the author. A detailed study of the content of the dissertation confirms that in Joshua Linus Baka's work, the scientific statements, research results, recommendations, and conclusions are sufficiently substantiated, reliable and obtained personally by the author.

Joshua Linus Baka's dissertation consists of an introduction, three sections, conclusions, a volume of references, which are laid out on 180 pages of the main text, including 20 tables, and 32 figures. The list of used literary sources contains 196 items on 21 pages.

The *introduction* of the dissertation contains all structural elements, including

the purpose, task, object and subject, research methods, the approbation of the results of the dissertation, as well as the individual contributions of the author in the scientific works published in co-authorship.

In *the first chapter* of the dissertation, the author focused on the concept and definition of motivation, revealing its versatility and influence on human behavior. Different approaches to the interpretation of motivation are analyzed, types of motivation and numerous scientific works on this topic are considered. It is emphasized that motivation is a combination of internal and external factors which motivate a person to take actions aimed at achieving goals and demonstrating certain behavior. The author determines that motivation can also be characterized as a psychological process which determines the intensity, determination and focus of an individual on performing specific tasks or achieving a goal. It helps to stimulate and maintain goal-directed behavior. Joshua Linus Baka's research included an analysis of a number of classical motivation theories that provide a comprehensive understanding of how individual needs, cognitive processes, external incentives, and managerial approaches shape behavior in the organizational environment. It is concluded that taking into account the complexity of human motivation allows creating a work environment that promotes employee engagement, productivity and satisfaction. The author pays special attention to the practice of personnel evaluation, which is considered as an important tool in management systems. The author studies the interaction of qualitative and quantitative evaluation methods. It is noted that quantitative methods are based on data and statistics, providing a general but incomplete picture of an employee's performance. Qualitative methods, in turn, allow for a better understanding of the abilities, habits and overall value of personnel for the enterprise. The author emphasizes that systematic evaluation not only affects the productivity and satisfaction of employees, but also plays a key role in their motivation. This approach creates conditions for achieving the strategic goals of an enterprise through effective human resource management.

In *the second chapter* of the dissertation, Joshua Linus Baka examined the motivational aspects of Dangote Group's staff, focusing on their impact on employee productivity and the work environment. The author analyzes the internal and external motivation of employees, which contribute to the formation of a positive attitude towards work, management and professional growth prospects. It is noted that intrinsic motivation is formed through opportunities for personal and professional development, while extrinsic motivation is formed through competitive wages, social packages, recognition and rewards. The author emphasizes the importance of meaningful work, training, management support and employer reputation for creating an effective motivation system. The key objectives of the motivation system include: increasing individual and group motivation; optimizing the use of staff potential; and achieving success for the organization and its employees. To achieve these goals, a business must recognize the uniqueness of each employee, ensure effective communication and create conditions for team integration. It is noted that recognizing the efforts and dedication of employees, even though intangible benefits, contributes to team cohesion and the formation of a grateful organizational culture. Effective communication is realized through surveys, mobile apps, or reward platforms.

Non-monetary incentives, such as healthcare, sports programs, or shorter work weeks, also play an important role in motivation. Financial mechanisms, such as performance bonuses, ensure fairness and encourage long-term commitment. The author's research of a Nigerian company shows a significant correlation between employee productivity and motivation. For example, 89.2% of Dangote Group employees are intrinsically motivated, but they need to be supported by external incentives. The study involved 300 employees of different levels, and the gender balance provided a broad perspective for the analysis. The author notes that the integration of various motivational systems contributes to the formation of a favorable working environment in which employees become key participants in achieving the company's strategic goals.

In *the third chapter* of the dissertation, the author examines approaches to creating individual motivational methods, focusing on their role in creating a productive work environment. The importance of incentive programs that recognize and reward individual achievements of employees is explored. It is noted that such initiatives may include personalized awards, incentives for high performance, and opportunities for developing skills that meet the interests of employees. The author emphasizes that the introduction of flexible forms of work, such as job rotation or remote employment, contributes to meeting various motivational needs. Particular attention is paid to professional growth. Joshua Linus Baka noted that investments in training and development programs give employees a clear picture of career paths and development prospects. Establishing career paths and regular feedback from managers who recognize achievements and offer guidance strengthen the link between employee performance and their appreciation. The author of the thesis emphasizes that programs such as the Employee of the Month contribute to the formation of a culture of gratitude, which is the basis of a healthy work environment. Companies that implement such initiatives receive significant benefits in the form of increased productivity and staff loyalty. The importance of wellbeing initiatives, such as mental health programs, work-life balance, and physical wellness measures, was noted. Companies that prioritize the physical and emotional well-being of employees always increase their motivation and commitment to work. The author has studied the impact of employee participation in decision-making, which contributes to the formation of a sense of autonomy and self-worth. Open channels of communication that allow employees to make suggestions and comments create a healthy work environment and strengthen the connection between staff and business. Thus, it is noted that the integration of development programs, individual motivational approaches and well-being initiatives increases productivity and creates a favorable climate in the enterprise.

In the *conclusions* of the dissertation, the main provisions that specify the content of the research carried out and the results obtained are summarised according to the tasks and the general purpose of the study.

The dissertation was checked for the presence of textual borrowings. The results of the analysis of the plagiarism check report for the presence of textual borrowings (Strike plagiarism program) of the peer-reviewed dissertation allow us to note that Joshua Linus Baka dissertation on the topic «Management of motivation system of personnel at the enterprises» is the result of independent research of the acquirer and

does not contain elements of plagiarism and borrowing in accordance with the resolution of the Cabinet of Ministers of Ukraine from 12.01.2022 №. 44, paragraph 9, used ideas, results and texts of other authors have a link to the relevant source.

6. Completeness of presentation of the dissertation material in scientific publications. The dissertation materials passed the necessary approval during discussions at international conferences. The main results of the research are highlighted in 10 scientific papers, of which 3 are publications in scientific journals, including one publication indexed by Scopus and Web of Science, which further confirms the high level of the applicant's scientific positions. The published works fully cover the materials of the dissertation.

Scientific works reflecting the main scientific results of the dissertation:

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. DOI: 10.21511/ppm.22(1).2024.12. [http://dx.doi.org/10.21511/ppm.22\(1\).2024.12](http://dx.doi.org/10.21511/ppm.22(1).2024.12).

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

3. Dashutina L.O., Joshua Linus Baka (2023). Theoretical and methodological features of motivation effective system formation of enterprises workers. *Наукові перспективи*. No 3 (33). С. 156-168. DOI: [https://doi.org/10.52058/2708-7530-2023-3\(33\)-156-167](https://doi.org/10.52058/2708-7530-2023-3(33)-156-167).

4. Dashutina L.O., Joshua Linus Baka (2024). The theoretical contemporary trends in the management motivation system of personnel in an enterprises. *Інфраструктура ринку*. 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 (2021). 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. С. 17-19.

7. Joshua Linus Baka, Liudmyla Dashutina (2023). 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. С. 473-476.

8. Liudmyla Dashutina, Joshua Linus Baka (2023). 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. С. 52-54.

9. Joshua Linus Baka (2023). 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. С. 423.

10. Дашутіна Л.О., Джошуа Лінус Бака (2024). 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. С. 38-41.

7. Discussion comments on the content of the dissertation.

The content of the dissertation submitted for review allows conclusions to be drawn about the scientific maturity of the applicant: his ability to identify current issues in the field and his willingness to solve them at a sufficiently high scientific level. In general, Joshua Linus Baka's dissertation is a completely independent study in terms of content and form. To assess the scientific and practical significance of the dissertation positively, it is necessary to point out some questionable provisions:

- In subchapter 1.2 provides a fairly in-depth assessment of classical theories and modern approaches, but it is not clear whether the study examines how classical motivational theories (A. Maslow, F. Herzberg, D. McClelland) can be adapted to modern conditions and whether modern motivational approaches can replace classical theories or complement each other.

- In subchapter 1.3, it would be desirable to get additional explanations on the possibilities of ensuring a balance between material and non-material aspects of motivation within the personnel management system.

- In subchapter 2.2, it would be desirable to conduct a more detailed analysis of the effectiveness of the use of tangible and intangible methods of motivation in order to achieve the strategic and operational goals of the enterprise.

- In subchapter 3.1, it would be desirable to analyze in more detail the role of the remuneration system in the context of a comprehensive motivation system, investigating whether it is always the dominant factor or whether there are others that can play a decisive role.

However, the comments and wishes expressed do not detract from the overall high quality of the research. The analysis of the dissertation and scientific papers leads to the conclusion that Joshua Linus Baka's dissertation on the topic of «Management of motivation system of personnel at the enterprises» is a completed, independently executed scientific work that has significant theoretical and applied significance. The dissertation solves a specific scientific task of developing theoretical provisions and methodological foundations for improving the efficiency of motivational management of enterprises and in the scientific substantiation of practical recommendations for the implementation of conceptual provisions of personnel motivation system management in the activities of enterprises.

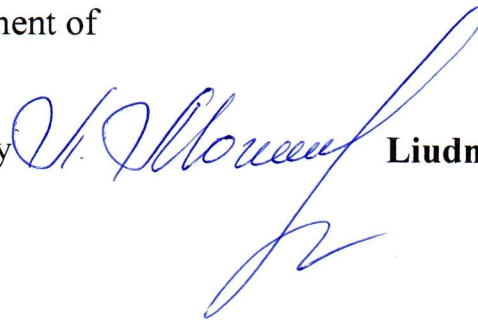
8. General conclusion. The dissertation work of Joshua Linus Baka is a completed scientific study, conducted around a relevant topic, which fully reflects the essence of formulating new solutions to scientific problems obtained in the course of the research, in which the author improves the theoretical and methodological principles and develops practical recommendations for managing the motivation

system of enterprise personnel. The scientific results in the dissertation correspond to the specialty 073 «Management», for which the work is submitted for defense. The scientific significance of the results is undoubted and sufficient to recognize the completion of the research by all qualification criteria.

Joshua Linus Baka'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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